



# A HANDBOOK FOR IMPLEMENTATION OF NDPIII GENDER AND EQUITY COMMITMENTS

## INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES PROGRAMME





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## ACRONYMS AND ABBREVIATIONS

BFP	Budget Framework Paper
BRT	Bus Rapid Transport
DRC	Democratic Republic of Congo
DUCAR	District, Urban, Community Access Roads
GEB	Gender and Equity Budgeting
GKMA	Greater Kampala Metropolitan Area
KCCA	Kampala Capital City Authority
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MGR	Metre Gauge Railway
MPS	Ministerial Policy Statement
NMT	Non-Motorised Transport
OSBPs	One-Stop Border Posts
PAPs	Project Affected Persons
PIAP	Programme Implementation Action Plan
PWDs	Persons With Disability
SGR	Standard Gauge Railway
TOD	Transport Oriented Developments

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## FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These Handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, the related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing.



Ramathan Ggoobi  
**Permanent Secretary/Secretary to the Treasury**

# KEY DEFINITIONS

## Gender

Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

## Equity

Fairness and justice in the; treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social-economic differences.

## Gender Issue

This is a state/condition/situation of inequality/imbalance between males and females because of gender roles; discrimination/ neglect and/or marginalisation within society.

## Equity Issue

Unfair and unjust situations that put the lives of the vulnerable in dire poverty, limited access to services and a state of hopelessness.

## Gender and Equity Responsive

This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

## Gender and Equity Budgeting

Gender and Equity budgeting is an approach of allocating and utilizing government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

## Programme

A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

### **Sub-programme**

A group of related interventions/outputs contributing to a programme(s) outcomes at the MDA level.

### **Programme Implementation Action Plan (PIAP)**

A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDPIII Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

### **Indicators**

This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

### **Commitments**

These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

### **Interventions**

These are actions to be undertaken to solve an identified problem/issue.





## 1.0 Introduction

This Handbook spells out the gender and equity issues as well as planned interventions/actions in the Integrated Transport Infrastructure and Services Programme during the Third National Development Plan (2020/21 to 2024/25) period.

### 1.1 Background

The Third National Development Plan (NDP III) comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now more than ever, the slogan of the Sustainable Development Goals (SDGs) of leaving none behind is critical. Fairness of treatment to the needs of people in all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, movement, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity are crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in the formulation of Budget Framework Papers (BFPs) and Ministerial Policy Statements (MPSs). However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed the persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDPI and NDP II<sup>1</sup>, showed seven (7) persistent gender and equity sensitive concerns. These include:

- The large proportion of households still stuck in the subsistence economy,
- High cost of electricity,
- Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets,
- Low investment in social protection systems,
- The poor quality of education characterised by the low levels of literacy and numeracy, coupled with the high rate of school dropouts,
- High burden of disease amidst low functionality of health facilities, and
- Undernutrition among children and women remains high.

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<sup>1</sup>These are listed in the NDPII background

A lot of effort was made to mainstream the gender and equity commitments in NDPIII. These were integrated at the strategic level as well as in the 20 programmatic areas. There is a need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

## **1.2 Justification for the Handbook**

To avoid slow implementation of the gender and equity responsive interventions, there is a need to mobilise MDAs and LGs. This necessitates the development of a mobilisation tool. This Handbook, to facilitate the mobilisation, spells out the gender and equity issues; proposed interventions and performance indicators.

The Handbook will simplify the integration of gender and equity responsive interventions into the Budget Framework Papers and Ministerial Policy Statements. This will strengthen the capacity of MDAs and LGs that has been inadequate.

## **1.3 Intended Users of the Handbook**

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government levels, however, other stakeholders can also use it.

### **1.3.1 Primary Users**

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee, the Programme Working Group and Programme Technical Working Group Sub-committees; specifically, decision-makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers). Technical officers and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use it.

### **1.3.2 Secondary Users**

These will include Civil Society Organisations (CSOs), Researchers, Development Partners, Academia, Gender and Equity Trainers plus Assessors.

## **2.0 How to use the Handbook**

The Handbook shall be used in preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions. The BFPs and MPSs are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the sections.

Users should clearly highlight how the intended target population has accessed, participated, benefited from the interventions as well as their disaggregation in terms of location - (rural, urban, hard-to-reach and hard-to-stay), equity - (children, youth, elderly, persons with disabilities, chronically sick and other vulnerable groups), gender - (women/girls, men/boys) and inclusiveness of the interventions. The above-mentioned parameter should also be given priority during annual and quarterly work plan development and reporting at all levels.

**Table 1: How to use the Handbook during the Planning and Budgeting Process**

No.	Section of the BFP	Section of MPS	Application of the Handbook	Example(s)
1	Overview	Overview	Indicate desired gender and equity outcomes, objectives, spent budget, medium-term allocations and projections	Optimise transport infrastructure and services investment across all modes
2	Past Performance	Achievement at Half Year	<p>These should be drawn from the outcome performance indicators – the change desired when gender and equity issues are addressed.</p> <p>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues.</p> <p>Indicate whether any gender and equity issues were addressed in the previous financial year (FY).</p> <p>List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/ interventions.</p>	<p><b>Outcome</b> Improved safety of transport services</p> <p><b>Outcome indicator</b> Total fatalities (water transport)</p> <p><b>Output completed</b> Capacity of existing transport infrastructure and services increased.</p> <p><b>Output indicators</b></p> <ul style="list-style-type: none"> <li>• No. of existing ferries (Buvuma, Ferry Machinery) rehabilitated</li> <li>• No. of ferries added (Sigulu, 2no BKK, 2no Bunyonyi, 1 no Nakiwogo, 1no Kalangala, 1no Koome 1no)</li> <li>• No. of wagon ferries added</li> </ul>
3	Medium Term Plans	Medium Term Plans	Indicate medium-term plans by listing which interventions shall be carried out in accordance with the planning framework i.e. NDP III.	<b>Medium-term plans</b> Increase capacity of existing transport infrastructure and services
4		Current Year Plans	Indicate key sector output and outcome performance indicators to show that	<b>Planned outputs</b> <ul style="list-style-type: none"> <li>• Rehabilitate existing ferries (Buvuma, ferry machinery)</li> <li>• Procurement and operationalisation of ferries (Sigulu, 2no BKK, 2no Bunyonyi, 1 no Nakiwogo, 1no Kalangala, 1no Koome 1no)</li> </ul>
5	Outcome, intermediate outcome indicators	Outcome, intermediate outcome indicators		<p><b>Intermediate outcome</b> Reduced fatality and causality per the mode of transport</p> <p><b>Intermediate outcome indicator</b> Total fatalities on water transport</p>

### 3.0 Gender and Equity Responsiveness in the Integrated Transport Infrastructure and Services Programme

Budgeting is the tool through which Government translates its priorities into public services. The government has also prioritised gender and equity as the best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity planning and budgeting is an approach for allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Integrated Transport Infrastructure and Services is one of the 20 programmes of the NDPIII and it operationalises objective three of **consolidating and increasing the stock and quality of productive infrastructure**. The programme seeks to address key challenges in Integrated Infrastructure and Services, which include:

- i. Transport investment prioritisation being biased towards road transport over other modes;
- ii. High cost of transport infrastructure and services;
- iii. Inadequate integrated land use and transport planning;
- iv. Inadequate transport asset management;
- v. Weak and disjointed policy, legal, regulatory, and institutional framework for infrastructure and services;
- vi. High vulnerability of the transport sector to the impacts of climate variability and change. Most of these challenges are part of the gender and equity issues which when addressed, shall improve the livelihood of Ugandans especially the vulnerable persons.

**Therefore, the objectives of the programme are to:**

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



### 3.1 Gender and Equity Issues and their Responsive Interventions in the Integrated Transport Infrastructure and Services Programme

This section elaborates the gender and equity issues in the Integrated Transport Infrastructure and Services Programme and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table two (2) highlights the gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Implementation Action Plan (PIAP).



**Table 2: Gender and Equity Issues and their Responsive Interventions in the NDP/II/PIAP**

Sub-programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP III	Output in the PIAP	Corresponding Actions in the PIAP
<p>Transport Infrastructure and Services Development</p>	<p>High cost of transport and high travel time</p>	<p>Limited access to cheaper transport systems like trains and buses leads to high transport costs and time wastage especially for the most vulnerable like the women, PWDs, older persons and children.</p>	<p>Implement an integrated multi-modal transportation hub (air, rail, road, water)</p>	<p>Public transport hubs developed</p>	<p>i. Construction of train stations Construction of bus terminals in the Greater Kampala Metropolitan Area (GKMA)</p>
	<p>Underdeveloped water transport systems</p>	<p>The poor water transport infrastructure limits movement between locations and threatens the safety of the vulnerable like school children, PWDs, women and older persons.</p>			<p>i. Construction of landing sites or jetties (Gaba, Bule, Butebo, Nakiwogo and Lutoboka) ii. Construct or rehabilitate landing sites or jetties (BKK (3 no), Sigulu (3no), Wanseko, Bunyonyi, Kalangala (4no), Koombe (4no), Kasensero) iii. Upgrade existing ferry Infrastructure (Zengebe, Namasale, Panyimur, Kiyindi, Bisma, Obongi, Lake Victoria Slipway) iv. Introduction of a pilot public transport service on waterways between Kampala-Entebbe-Jinja</p>
	<p>Lack of feasibility studies to inform the design of road infrastructure</p>	<p>Lack of inadequate feasibility studies leads to road designs that are not user friendly for PWDs, older persons, the sick and pregnant women due to lack of signalling, crossing bridges, walkways and street lighting on city roads.</p>	<p>Construct, upgrade and climate-proof strategic transport infrastructure (tourism, oil, minerals and agriculture)</p>	<p>Bankable projects developed</p>	<p>Undertake feasibility studies, generate detailed designs for the road network in GKMA up to 334km</p>
<p>High transport costs and high travel time</p>	<p>Poorly maintained city roads lead to traffic jams, increase in transport costs, travelling time and loss of incomes as well as insecurity for city travellers. This affects mainly</p>		<p>Roads connecting GKMA upgraded</p>	<p>Undertake feasibility studies, generate detailed designs for road network outside GKMA</p>	
			<p>Mukono-Ssisa satellite city road completed</p>	<p>Upgrade roads network for connectivity in GKMA up to 334km</p>	
				<p>Upgrade road to Mukono-Ssisa satellite city to link with KCCA-15kms</p>	

Sub-programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP III	Output in the PIAP	Corresponding Actions in the PIAP
		the informal sector, women and PWDs as well as school children.		Bridge constructed	i. Construction of bridge from Nakwogo to Buwaya (0.5km) connecting Kesantje to Eritebbe
	High cost of transport and high travel time	Failure to upgrade strategic roads leads to high travel costs and travel time especially for the vulnerable like women, PWDs, older persons and children.  Dilapidated MGR lines slow the movement of persons and goods leading to economic losses especially for low capital investors.		KCCA Roads and junctions improved	i. Upgrade roads and junction improvement include signalization on KCCA roads ii. Junction improvement/ including signalisation on national roads (4 junctions (Kireka, Bweyogerere, Seeta, Mukono)
	Underdeveloped and unsafe water transport	Underdeveloped water transport systems are a risk to school children, pregnant women, older persons and PWDs.		Climate proof strategic transport infrastructure constructed and upgraded.	i. Upgrade strategic roads from gravel to bituminous surface ii. Rehabilitate Kampala-Malaba MGR line iii. Rehabilitate Tororo-Gulu MGR Line iv. Rehabilitate Gulu-Pakwach MGR and develop an inland port on L. Albert v. Reconstruction of Kampala- Kasese MGR Line vi. Construction of Bukasa Port vii. Construction of Lake Albert Port Construction of the shipyard & Floating dock viii. Compensate the PAPs for the Tororo-Gulu MGR line ix. Compensate the PAPs for the Bukasa Port
	Complex gender and equity dynamics in the PAPs initiatives	Ignoring the inherent claims of women, children and PWDs during compensation and PAPs initiatives increases their vulnerability			
	High cost of transport and high travel time	Poorly maintained and narrow city roads, dilapidated train systems and the absence of alternative transport means lead to traffic jams, increase in transport costs and travelling time leading to loss of incomes. They also lead to insecurity for travellers and their property especially those in the	Increase capacity of existing transport infrastructure and services	Capacity of existing transport infrastructure and services increased.	i. Dualing of roads (Northern Bypass, Kampala - Mukono, Zana-Kajansi and Bwaise - Mattuga) ii. Upgrade of railway platforms iii. Rehabilitation of passenger train stations (Mukono, Namanve, Bujuuko & Kyengera) iv. Rehabilitation of existing train coaches v. Rehabilitate locomotives vi. Procurement and use of railway coaches vii. Establishment of Zonal Centres and equipping them



Sub-programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP III	Output in the PIAP	Corresponding Actions in the PIAP
		<p>informal sector, women and PWDs as well as school children.</p>			<ul style="list-style-type: none"> <li>viii. Pre-feasibility studies and designs, acquisition of land,</li> <li>ix. Rehabilitate existing ferries (Buwuma, Ferry Machinery)</li> <li>x. Procurement and operationalisation of ferries (Sigulu, 2no BKK, 2no Bumyonyi, 1 no Nakiwogo, 1no Kalangala, 1no Koome 1no)</li> </ul>
	Underdeveloped water transport systems	<p>Poor water transport systems are risky and limit movement between locations especially for the vulnerable groups; communities in islands, school-children, PWDs, women and older persons.</p>			
	Limited Non-Motorised Transport (NMT)	<p>Inadequate NMT facilities limit access to and use of NMT services by the vulnerable especially the sick, pregnant women, children, PWDs and older persons. It also increases the risk of insecurity from pickpockets' and boda bodas. In addition, it increases the risk of accidents due to boda bodas and motorists.</p>	<p>Provide Non-Motorised Transport infrastructure within urban areas</p>	<p>Non-Motorised Transport infrastructure provided</p>	<ul style="list-style-type: none"> <li>i. Construction of NMT facilities</li> <li>ii. Construction of walkways along national roads (Cost part of the road upgrading costs)</li> </ul>
<b>Land Use and Transport Planning</b>	<p>Complex gender and equity dynamics in the acquisition of utility corridors. SGR and BRT Right of Way (RoW)</p>	<p>Lack of consideration or involvement of women, older persons, PWDs and children in the acquisition of utility corridors leads to loss of investment, loss of income, displacement and abandonment for these vulnerable groups.</p>	<p>Acquire infrastructure/utility corridors</p>	<p>Infrastructure/utility corridor acquired</p>	<ul style="list-style-type: none"> <li>i. Acquisition of infrastructure utility Corridors-National Roads</li> <li>ii. Acquisition of SGR Right of Way</li> <li>iii. Acquisition of infrastructure utility corridors-BRT</li> <li>iv. Valuation for land acquisition</li> </ul>

Sub-programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP III	Output in the PIAP	Corresponding Actions in the PIAP
<b>Transport Infrastructure and Services Development</b>	Absence of a National Transport Master Plan/Strategy	The absence of a National Transport Master Plan/Strategy reduces avenues for the institutionalisation of interventions targeting vulnerable groups in the design and development of transport systems.	Develop the National Transport Masterplan aligned to the National Physical Development Plan	National Transport masterplan developed and aligned to the National Physical Development Plan	<ul style="list-style-type: none"> <li>i. Carry out specific National Road Transport Surveys</li> <li>ii. Design and develop transport-planning systems (Transport Model, M&amp;E and Statistics etc.)</li> <li>iii. Develop National Integrated Transport Masterplan</li> <li>iv. Preparation of the NMT Implementation Strategy</li> </ul>
	Lack of Transit-Oriented Developments (ToDs)	The absence of Transit Oriented Developments reduces sustainable urban mobility and worsens social exclusion of women, PWDs, older persons and children.	Develop Transit-Oriented Developments along transport infrastructure corridors (such as roadside stations)	Transit-oriented developments constructed	<ul style="list-style-type: none"> <li>i. Development of roadside stations</li> <li>ii. Undertake TOD studies on transport infrastructure corridors</li> </ul>
	High cost of construction and maintenance of road infrastructure	Low uptake of cost-efficient transport technologies leads to a reduction in the number of paved roads. Lack of pedestrian walkways poses a risk of accidents to school-going children, PWDs, women and older persons.	Implement cost-efficient technologies for the provision of transport infrastructure and services	Cost-efficient transport infrastructure/ services technologies adopted	<ul style="list-style-type: none"> <li>i. Sealing low volume roads using low-cost seal technologies</li> <li>ii. Sealing of medium volume roads</li> <li>iii. Construction of national roads using low-cost seal technologies</li> </ul>
Low participation of local contractors in the construction industry	The low number of Ugandan firms participating in the construction industry leads to capital flight, limited knowledge transfer and skills development.	Strengthen local construction capacity (industries, construction companies, access to finance, human resources etc.)	The local construction industry strengthened	Award a proportion of construction works to local contractors	

Sub-programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP III	Output in the PIAP	Corresponding Actions in the PIAP
	<p>Inadequate information on the multi-modal transport systems</p> <p>Non-inclusive road specifications</p>	<p>Inadequate information on multi-modal transport systems leads to poor planning, designing and implementation of transport systems that do not address the needs of PWDs, children, older persons and pregnant women.</p> <p>Lack of specifications for road manuals leads to non-compliance with G&amp;E requirements like ramps, railings, footbridges, walkways, traffic signals, <i>boda boda</i> lanes and street lighting for PWDs, children, older persons, the sick and pregnant women.</p>	<p>Promote Research, Development and Innovation (RDI) including design manuals, standards and specifications</p>	<p>Research studies undertaken</p> <p>Specifications and Manuals developed/ revised</p>	<p>i. Conducting specific national road studies</p> <p>ii. Conducting national multi-modal transport studies</p> <p>Preparation or revision of road specifications and manuals</p>
<p><b>Transport Regulation</b></p>	<p>Inadequate regulatory framework for gender and equity planning</p>	<p>Policies, plans and budgets that are silent on gender and equity leads to the discriminatory implementation of interventions against women, PWDs, children and older persons.</p>	<p>Review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws</p>	<p>Policies developed/updated</p> <p>Plans and budgets developed</p>	<p>i. Develop/update policies</p> <p>ii. Preparation of plans</p> <p>Preparation of plans</p>

## 4.0 Programme Gender and Equity Performance Assessment

**The Integrated Transport Infrastructure and Services Programme aims at achieving several outcomes namely;**

- i. Improved accessibility to goods and services
- ii. Reduced cost of transport infrastructure
- iii. Improved national transport planning
- iv. The longer service life of transport investment
- v. Improved safety of transport services
- vi. Improved coordination and implementation of transport infrastructure and services
- vii. Increased access to regional and international markets

**These outcomes are gender and equity responsive and are measured for the five (5) years of the NDP III against their respective indicators, of;**

- i. Reduced the average travel time (min/km)
- ii. Reduced freight transportation costs (per ton/ per km)
- iii. Increased the stock of transport infrastructure (km)
- iv. Increased average infrastructure life span (km)
- v. Reduced fatality and casualties from transport accidents

Table three (3) indicates the gender and equity output performance indicators and their respective targets for the five years of the NDP III programme implementation.

**Table 3: Selected Gender and Equity Output Performance Indicators**

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
<b>Programme: Integrated Transport Infrastructure and Services</b>										
<b>1. Optimise transport infrastructure and services investment across all modes</b>	1.1 Implement an integrated multimodal transportation hub (air, rail, road, water etc.)	Public transport hubs developed	No. of train/ tram stations built	1 <sup>2</sup>	-	-	-	1	1	
			No. of bus terminals constructed in MKCCA & MA	0	-	-	1	1	1	
			No. of LPG train wagons acquired	-	-	14	14	14	14	14
			No. of landing sites or jetties (Gaba, Bule, Butebo, Nakiwogo and Lutoboka) constructed	-	-	-	1	1	2	2
			No. of landing sites or jetties [BKK (3 no), Sigulu (3no), Wanseko, Bunyonyi, Kalangala (4no), Kooome (4no), Kasensero) rehabilitated	900	4	7	2	2	2	5
			Existing ferry infrastructure (Zengebe, Namasale, Panyimur, Kiyindi, Bisina, Obongi, Lake Victoria Slipway) upgraded	-	-	3	3	3	3	3
			Pilot public transport service on waterways between Kampala-Eritabbe – Jinja introduced	-	-	173	374	374	3	175
Bankable projects developed	No. of feasibility studies and detailed designs prepared		-	-	30	30	-	-	-	
			-	-	14	18	-	-	-	
	No. of MoUs / land agreements with landowners for RoW secured		-	-	10	10	10	10	18	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
		Land for Right of Way (RoW) secured	No. MoU agreements signed for RoW in GKMA	-	100	-	-	-
		Roads connecting GKMA upgraded	No. of km of roads upgraded in GKMA	-	50	80	120	167
		Mukono-Ssisa satellite city road completed	No. of km of road to Mukono Ssisa satellite city improved to link with KCCA-15kms	-	15			
		Bridge constructed	Level of progress (%) on projects completion -76				50	50
		KCCA Roads and junctions improved	No. of km of KCCA roads improved	-	4	4	4	4
				-	1	1	2	-
		Strategic transport infrastructure constructed and upgraded	Km of strategic roads upgraded	4,971	5,717	6,163	6,609	7,055
1.2 Construct, upgrade and climate proof strategic transport infrastructure (tourism, oil, minerals and agriculture)		Percentage of civil works constructed at Kabaale Airport	Percentage of the progress of operationalisation	-	72	23	5	-
				40	55	75	100	
		No. aerodromes rehabilitated and upgraded	No. aerodromes rehabilitated and upgraded	13	1	2	1	1
				-	-	-	-	-
		% of civil works of strategic airports/aerodromes	Kasese	-	35	68	90	100
			Arua	-	35	68	100	-
			Gulu	-	-	35	67	-
			Kidepo	-	-	-	2	10

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Integrated Transport Infrastructure and Services</b>									
			rehabilitated and upgraded	Pakuba	-	-	-	2	10
				Mbarara	-	2	37	69	100
			No. of international airports rehabilitated		0	1	0	0	0
			No. of aviation academies maintained		-	1	1	1	1
			Km of MGR Rehabilitated (Kampala – Malabe)		0	28	78	93	93
			No. of PAPs for the Tororo-Gulu MGR line compensated		-	1,700	-	-	-
			Km of Tororo - Gulu MGR Line Rehabilitated		-	100	177.5	177.5	0
			Km of Gulu-Pakwach MGR rehabilitated and develop an inland port on L. Albert		-	0	60	60	40
			Km of civil works for Tororo - Gulu MGR Line supervised		-	20	100	177.5	-
			Kms of Kampala- Kasese MGR Line reconstructed		-	0	110	110	110
			No. of PAPs compensated for the Bukasa Port		-	1,100	-	-	-
			% of civil works for inland Ports constructed	Bukasa Port L. Albert Port	-	5%	20%	-	-
			% of civil works for shipyard and floating dock at Bukasa Port		-	-	5%	75%	20%
		Capacity of	Kms of road dueled		100	0	17	0	18

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Integrated Transport Infrastructure and Services</b>									
1.3 Increase capacity of existing transport infrastructure and services	existing transport infrastructure and services increased	(Northern Bypass, Kampala - Mukono, Zana - Kajansi and Bwaise - Matuga)	No. of road junctions improved	0	0	2	6	0	11
		No. of high-capacity public passenger vehicles added	500	1,500	1,500	1,500	1,500	1,500	
		No. of aircrafts procured /purchased	2	2	0	1 <sup>3</sup>	0	0	2 <sup>4</sup>
		No. of railway platforms improved	-	-	-	1	-	-	
		No. of railway stations (Mukono, Namanve, Bujjuuko & Kyengeru) constructed	3 <sup>5</sup>	0	4	4	5	5	
		No. of existing train coaches rehabilitated	0	0	1	1	1	1	
		No. of locomotives rehabilitated	-	2	2	2	2	2	
		No. of railway coaches acquired	-	2	2	2	2	2	
		No. of coaches/ locomotives/ wagons acquired	5	2	2	2	2	2	
		No. of regional workshops upgraded	0	0	1	0	1	1	0
				3	3	3	3	2	1



Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Integrated Transport Infrastructure and Services</b>									
			No. of Zonal Centres established and equipped	-	0	0	1	1	1
			Percent availability of district and zonal equipment		80	80	70	70	70
			No. of road equipment units added	12	-	13	5	-	-
			No. of operator training schools established	0	0	0	0	0	1
			No. of new Bailey/compact panel bridges acquired	-	-	2	2	2	2
			% of works for establishment of an engineering plant and equipment Remanufacturing centre completed	-	-	50	50	-	-
			No. of existing ferries (Buvuma, Ferry Machinery) rehabilitated	10	-	-	2	2	-
			No. of ferries added (Sigulu, 2no BKK, 2no Bunyonyi, 1 no Nakiwogo, 1no Kiangala, 1no Koome 1no)	-	1	2	2	1	2
			No. of wagon ferries added	2	0	1	0	1	0
			Percentage of civil works for EACAA infrastructure <sup>6</sup> upgraded		-	-	49	80	100
			Percentage equivalent of civil works undertaken on the One-	-	10%	60%	30%	-	-

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
			Stop Centre Building for Driver Licensing, Motor Vehicle registration					
			No. of Search and Rescue (SAR) centres constructed and equipped	-	9	-	-	-
			No. of aids to Navigation installed and maintained	4	5	5	5	10
			No. of SAR acquired boats	2	7	4	4	1
			Percentage of Regional Driver Testing Centres developed	-	5%	15%	60%	100%
			Percentage of Regional Driver testing training and testing system developed	-	30%	70%	-	-
			% of physical works on BRT system developed	-	Review design	50% civil works	50% civil works	operations
			Railway ridership per annum	480,000 Pax <sup>85</sup>	672,000	864,000	1,056,000	1,248,000
			No. of passengers moved by high capacity vehicles ('000)	-	2,000	3,000	3,500	4,000
	1.4 Implement an inclusive mass rapid transport system (Light Rail Transport (LRT), BRT/Mass Bus Transport (MBT) and cable cars)	Mass rapid transport systems (LRT, BRT, MRT) developed			Review design	50% civil works	50% civil works	operations
	1.5 Provide	Functional NMT	Km of NMT facilities constructed/ upgraded	-	2	3	3	3

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
	Non-Motorised Transport infrastructure within urban areas	infrastructure	Km of walkways on National roads constructed	50	10	10	10	10
			Kms of walkways on urban roads constructed	-	50	50	50	50
	1.6 Rationalise development partner and government financing conditions	Infrastructure prioritisation criteria developed	Infrastructure prioritisation criteria in place	0	0	1	0	0
<b>2. Prioritise transport asset management</b>	2.1 Rehabilitate infrastructure and maintain transport	Transport Infrastructure rehabilitated and maintained	Km of National Roads Network Periodic Paved	11	60	60	200	200
			Km of National Roads Network maintained	588	650	650	300	300
	a. URF adequately capitalised to fund maintenance costs	Routine Manual	Km of National Roads Network maintained	16,783	19,750	19,750	19,750	19,750
			Km of National Roads Network maintained		117	650	1,000	1,000
		Routine Mechanised Paved	No. of kms of National Roads Network maintained - Routine Mechanised unpaved		10,000	10,000	10,000	10,000
			Km of DUCAR Network maintained periodically	5,389	3,929	4,950	4,442	6,290
								7,630

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Integrated Transport Infrastructure and Services</b>									
			Km of DUCAR Network maintained - Routine Manual	27,682	52,634	52,634	52,634	52,634	52,634
			Km of DUCAR Network maintained - Routine Mechanised	15,224	33,390	33,700	33,700	33,700	33,700
			Km of district gravel roads rehabilitated	-	500	500	500	500	500
			Km of district low cost sealed roads rehabilitated	-	0	10	10	10	10
			Km of Urban roads sealed	-	10	10	65	65	65
			km of Community Access Roads Rehabilitated	-	800	800	800	800	800
			No. of bridges constructed on the DUCAR network	950	8	8	8	8	8
			Cable foot bridges	-	4	6	8	8	8
			No. of bridges constructed on national network	-	10	10	13	3	3
			No. of Ports (Portbell and Jinja) rehabilitated	-	-	2	-	0	-
			No. of Km of railway network maintained	-	265	265	265	265	1100
			Km. of KCCA roads rehabilitated	-	5.82	6	6	6	6
			Km. of railway network rehabilitated	0	125	147	200	75	78
			No. of road construction equipment rehabilitated	0	0	161	161	161	162

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)								
					2020/21	2021/22	2022/23	2023/24	2024/25				
<b>Programme: Integrated Transport Infrastructure and Services</b>													
2.2 Implement a transport infrastructure planning and PIM system	2.2 Implement a transport infrastructure planning and PIM system	PIMS system prepared	% of implementation of the PIMs system		-	-	50	50	-				
					2.3 Adopt cost-efficient technologies to reduce the maintenance backlog	Reduced maintenance backlog	No. of Kms re-sealed on the urban roads network	-	20	20	20	20	
								No. of Kms re-graveled on the DUCAR network	-	200	200	200	200
									No. of Kms paved on the urban roads network in the new cities	-	10	10	10
2.4 Develop local construction hire pools	Local construction hire pools developed	No. of construction hire pools guidelines developed	0	0	1	0	0	0					
		No. of construction hire pools developed	0	0	0	2	3	3					
<b>Scale up transport infrastructure and services information management systems</b>													
2.5 a. Develop an information system on road management	Transport management systems developed	Road management information system developed	0	0	0	1	0	0					
		An inland water transport vessels' and seafarers' register/ licensing system	0	30%	35%	35%	-	-					
3. Promote integrated land use and transport planning	3.1 Acquire infrastructure / utility corridors	Infrastructure/ utility corridor acquired		586	590	600	570	420					
		No. of acres corridors (SGR Right of way) acquired		25,209	1,856.18	-	-	-					

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
			No. of hectares acquired (utility corridors-BRT)	-	-	150	-	-
			Hectares of land valued for land acquisition		3,500	1,950	1,700	1,300
				-	1	-	-	1
			National Transport Masterplan aligned to the NPDP developed	0	1	0	0	0
			No. of transport planning tools acquired		1	3	1	1
								1
								1
			No. of MDAs using transport planning systems	1	3	4	5	7 <sup>7</sup>
			No. of transport surveys carried out		4	5	5	5
					4	4	4	4
			No. of annual classification surveys		10	10	10	1
			Programme Statistics Plan prepared		-	1	-	-
			No. of transport planning systems reviewed and updated		-	-	1	1
			No. of transport planning systems developed		1	2	2	2
			NMT Implementation Strategy prepared		-	1	-	-

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
			No. of MDAs/Subnational governments using transport planning systems	-	-	4	4	4
	3.3 Develop Transit-Oriented developments along transport infrastructure corridors (such as roadside stations)	Transit oriented developments constructed	No. of road side stations developed	0	1	2	0	3
			No. of Transit Oriented Development Studies undertaken	-	-	1	1	-
<b>4. Reduce the cost of transport infrastructure and services</b>	4.1 Implement cost-efficient technologies for the provision of transport infrastructure and services	Cost-efficient transport infrastructure/services technologies adopted	No. of km of low volume roads sealed	120	35	50	50	50
			No. of km of medium volume roads sealed	-	25	50	100	150
			No. of km constructed using low-cost seals on National Roads	-	50	100	150	150
			No. of steel bridges constructed	-	-	40	40	40
			No. of cable foot bridges	7	10	10	10	10
	4.2. Strengthen local construction capacity (industries, construction companies, access to finance, human resource etc.)		Value of construction works carried out by local		20% <sup>89</sup>	20%	20%	20%

8 Feasibility study undertaken

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Integrated Transport Infrastructure and Services</b>									
a. Develop and implement a strategy for strengthening local construction capacity	Local construction industry strengthened	contractors							
		No. of local contractors classified	200	250	300	350	400		
		No. of local raw material depots set up.	-	Project preparation completed	1	2	1		
		No. of local contractors benefiting from the preference schemes	30	30	50	50	50		
	Establish A construction equipment hiring pool	Construction equipment hiring pool established	-	50	50	75	75		
		Manuals, standards and specifications							
		Specifications and manuals developed/ revised	No. of operator training schools established	0	1	0	1	0	
			No. of road Specifications and manuals developed/ reviewed		3	1	1	1	
			No. of railway specifications and manuals prepared	0	1	0	1	0	1
			No. of inland water Specifications and manuals prepared	0	1	1	1	1	
		% preparation of manual with standards on plant, equipment, bailey bridges and vehicles updated		-	30%	30%	40%	-	



Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Integrated Transport Infrastructure and Services</b> <b>5 Strengthen and harmonise policy, legal, regulatory and institutional framework for infrastructure and services</b>	5.1 Review, update and develop transport infrastructure and services policies, regulations and standards and laws	Policies developed/ updated  Plans and budgets developed	No. of policies developed/ updated  No. of plans developed	4	1	2	1	1	1
				3	2	2	2	4	
				2	-	-	-	1	
				1	-	-	-	1	
				1	-	-	-	1	
				1	-	-	-	1	
				1	-	-	-	1	
				1	-	-	-	1	
				1	-	-	-	1	
				2	5	5	1	1	
	5.2 Monitor and evaluate transport infrastructure and services policy, legal and regulatory framework	Regulations and laws developed/ updated  Standards and guidelines developed/ updated  Condition monitoring and inspection of road equipment, vehicles and bailey bridges in MDAs and LGs conducted	No. of regulations and laws developed/ updated  No. of standards and guidelines developed/ updated  No. of district local governments covered	0	2	3	2	-	
				135	135	135	135	135	
				0	5	10	20	30	40
5.3 Strengthen existing mechanisms to deal with	Strategic Environment Assessment (SEA) done for	% SEA Sector Level Framework recommendations applied in all transport plans and strategies	0	5	10	20	30	40	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
	negative social and environmental effects	the transport masterplan						
<b>6. Increase transport interconnect activity in the eastern region to promote intraregional trade and reduce poverty</b>	6.1 Upgrade transport infrastructure around L. Kyoga, Victoria and River Nile	Transport infrastructure around L. Kyoga, Albert, Victoria and River Nile upgraded	No. of RoRo wagon ferries rehabilitated or procured	-	-	1	0	1
			No. of ports, landing sites and jetties around Lake Kyoga, Albert, Victoria and River Nile developed/rehabilitated	-	1	1	1	1
			Km of roads upgraded around L. Kyoga, Albert, Victoria and River Nile constructed and upgraded					
			% of construction works at Gulu facility	50%	50%			
			% of construction works at Malaba facility	90%	10%	-	-	-
			% of construction works at Katuna facility	40%	50%	10%	-	-
			% of construction works at Goli facility	30%	60%	10%	-	-
			% of construction works at Nitoroko facility	30%	60%	10%	-	-
			% of construction works at Mpondwe facility	25%	50%	25%	-	-
			% of construction works at Bunagana facility	50%	50%	-	-	-
6.2 Develop the Tororo		%age of preparation of feasibility study	-	-	-	50	50	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
<b>Programme: Integrated Transport Infrastructure and Services</b>								
Inland Port	Functional Tororo inland port	Tororo inland port operational		0	0	0	0	1
6.3 Rehabilitate, upgrade and extend the meter-gauge railway (including Jinja/ Bukakata to Bukasa inland port)	Functional meter-gauge railway inclusive of Jinja/ Bukakata to Bukasa inland port	Km of MGR between PortBell and Bukasa constructed		-	-	5	-	-
		No. of Kms of MGR at Jinja Pier rehabilitated		0	0	1	2	0
		Km of Meter gauge railway between Namanve and Bukasa constructed		0	0	2	2	0
particularly in the Karamoja area to promote mineral exploitation and industrializati on in that area	Transport Infrastructure in Karamoja area upgraded	Km of paved roads in the Karamoja region upgraded		114	240	315	390	464
		Km of the railway in Karamoja region upgraded		0	0	0	75	75
6.4 Construct and upgrade cross border multimodal transport infrastructure	Cross border multi-modal transport infrastructure constructed and upgraded	Km of SGR constructed		-	-	91	91	91



## 5.0 Emerging Issues

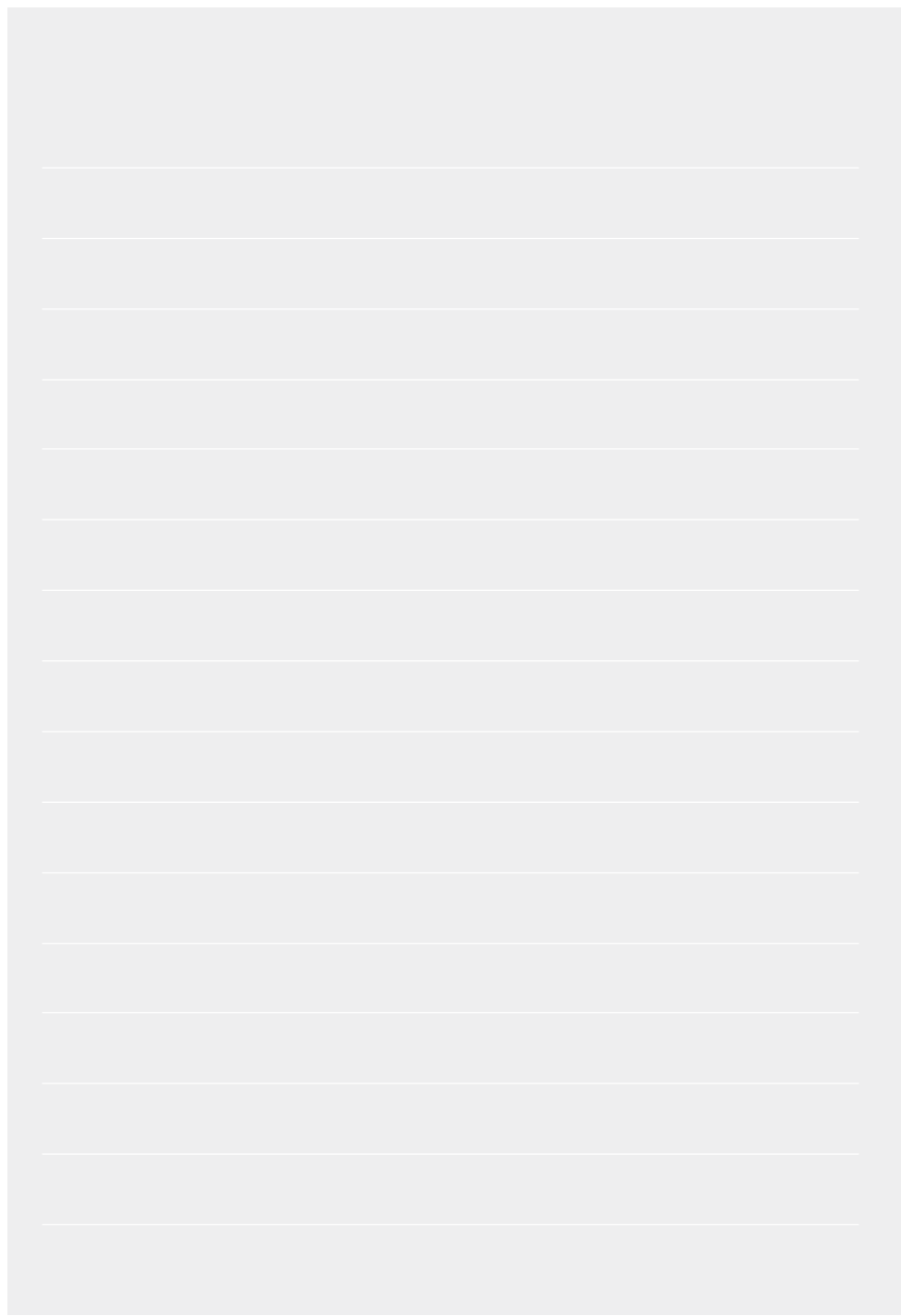
During the dialogue held with stakeholders in the Integrated Transport Infrastructure and Services Programme, the following were the emerging issues for consideration during the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV.

- The government has proposed that all persons engaged in businesses near the railway lines should vacate these areas, but these individuals will lose their source of livelihood. Perhaps the government can consider availing them with loans to engage in other forms of employment rather than just displacing them.
- There is a lot of concentration on the highways while neglecting the tertiary roads. These too should be addressed.
- Places of convenience, fuel stations, and road designs are missing on some of the highways.
- The reporting section in the Programme Budgeting System (PBS) limits the information that can be reported about gender and equity.
- The government should support local contractors to compete. Besides being too restrictive, there could be some restrictions embedded in the bids requiring international companies to bid with local firms, and not just relegate them to being casual labourers.
- Local contractors should not be tagged to only the 30% where they are often relegated to only delivering sand for the works.
- There has been a lot of focus on the Roads Sub-Sector, yet there is a lot of mayhem in the Water Sub-Sector. This should be addressed.

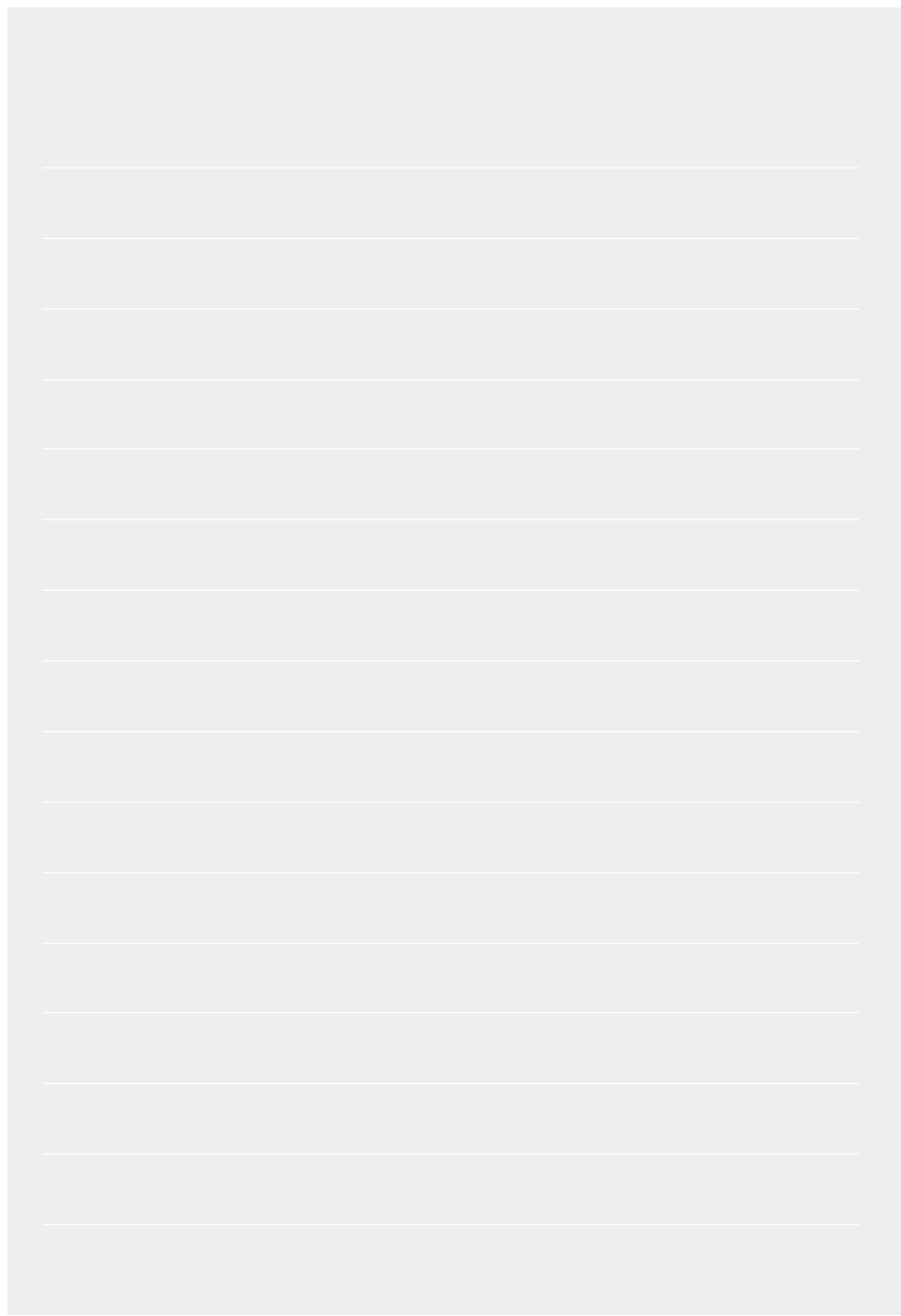
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