



INTEGRATED TRANSPORT INFRASTRUCTURE SERVICES PROGRAMME

Annual Budget Monitoring Report

Financial Year 2023/24

October 2024

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
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LIST OF 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
DRIP	-	Directorate of Road Infrastructure Protection
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



EXECUTIVE SUMMARY

The Integrated Transport Infrastructure Services (ITIS) programme budget in the FY 2023/24 was Ug shs 4,807.726 billion of which Ug shs 3,704.41 billion (77.8%) was released and Ug shs 3,246.90 billion (90.3% of release) was expended by the end of June 2024. Thus, the release and absorption performance were good. Despite the good release, the funds were inadequate to enable implementation of the both development and recurrent outputs under the programme. The inadequate release led to increase in arrears especially under UNRA by 56.19% from Ug shs 621.496 billion in the FY2022/23 to Ug shs 970.724 billion in the FY2023/24.

The overall performance of the Integrated Transport Infrastructure Services (ITIS) programme was fair at 50.6%. Therefore, the programme significantly did not achieve the planned outputs in most of the sub-programmes during the FY. This performance was majorly attributed to the exhaustion of the budget for the Land Use and Transport Planning sub-programme which affected the acquisition of the Right of Way for development projects. Consequently, this affected achievement of targets under the Transport Infrastructure and Services Development; and Transport Asset Management Sub-programmes. There was over commitment of the implementing agencies compared to the available financing in the programme leading to accumulation of arrears.

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 fair (60.7%). This was due to the fair performance of the: construct and upgrade climate-proof strategic transport infrastructure; implement an integrated multi-modal transportation hub; increase capacity of existing transport infrastructure and services interventions; and the poor performance of the strengthen the local construction capacity intervention.

The capacity of the existing transport infrastructure was increased through tarmacking of roads; construction of ferries and their landings under water transport; development of the airports and development of the New Kampala Port at Bukasa. A total of 66kms were added to the national network with Atiak-Laropi (66kms) project being substantially completed. As a result, the stock of the national paved network increased by 1.07% from 6,133kms in the FY2022/23 to 6,199kms in the FY2023/24.

The performance of *the implement an integrated multi-modal transportation hub intervention* was fair. The achievement of the intervention's FY targets was affected by the delayed procurements and weak capacity of the contractors. This was on account of the very good performance of the undertake feasibility studies and generate detailed designs for the national road network; the fair performance of improvement of ferry services and construction of landing sites/jetties; and the poor performance of the upgrade road network for connectivity in the Greater Kampala Metropolitan Area (GKMA) outputs.

Through application of the reservation schemes aimed at *strengthening the capacity of the local construction industry*, the value of civil works awarded to the local service providers was 20.8% under the UNRA and 39% out of the targeted 50% under the MoWT. Additionally, the local providers do not have the financial capacity to attract and maintain the requisite human resource to execute the works due to limited access to credit from the financial institutions with most of



the local companies not qualifying for both short- and long-term credit.

The ‘*increase capacity of existing transport infrastructure and services*’ intervention had a fair performance due to budget cuts. Some roads were improved, road units were procured or rehabilitated and upcountry aerodromes were maintained. However, no ferries or aircrafts were procured in the FY.

Under the ***Transport Asset Management Sub-programme*** whose main aim is to prioritize transport assets management so as to increase their life span; the performance was good (77.6%). The *Rehabilitate and Maintain Transport Infrastructure*’ intervention performed fairly while that of ‘*Enforcing Loading Limits*’ was very good. The underperformance of the intervention to Rehabilitate and Maintain Transport Infrastructure was strongly linked to poor planning of the outputs under these interventions evidenced by the overarching excessive time overruns; funding shortfalls and delays in fund disbursement to projects and the implementing units.

The national roads rehabilitation of the paved network output implemented by the UNRA performed poorly (39.7%). A total of 97.8kms equivalent of the national roads were rehabilitated against an annual target of 163km. In the FY 2023/24, two rehabilitation projects of Mityana-Mubende (100kms) and Nebbi-Alwi (33kms), were suspended due to delayed payment of contractors’ IPCs.

The performance of the rehabilitation of district roads implemented by the Ministry of Works and Transport was fair at 51.8% while that of the Community Roads Improvement Project (CRIP) was poor at 34.8%. Sealing of urban roads by the MoWT performed poorly at 49.4%. The underperformance of these outputs was attributed to inadequate budget releases and as a result, the MoWT did not undertake the planned works on time.

The maintenance of the National roads; and the District, Urban, and Community Access Roads (DUCAR) was carried out through routine manual labour, mechanized efforts (force account), and contracts. The national road maintenance using force account and contracts had good performance, achieving 83.1% and 85.7%, respectively. Similarly, maintenance of the DUCAR network undertaken by Local Governments (LGs) showed good performance, at 74.7% for Uganda Road Fund (URF) financing and 72.0% for the Road Maintenance Grant. The LGs mainly undertook a mix of routine mechanized maintenance and periodic maintenance.

Construction of bridges on the DUCAR network by the MoWT performed fairly at 65.6%. Seven (7) cable bridges in the hard-to-reach areas were substantially completed, while a significant number of bridges were ongoing. The completed bridges include Isandalla-Nyamitooma (Kyegegwa District), Kisenyi-Kyangabukama (Kyenjojo District), Katookye (Kabale District), Tokwe (Bundibugyo District), Nyakafura (Rukiga District), Nyamirima I - Nyamirima II, and Katehe-Nyakajera (both in Rubirizi District). The performance was greatly affected by insufficient and delayed disbursement of funds.

The enforcement of loading limits under UNRA had a very good performance. By reducing the percentage of overloaded vehicles to 3.6%, the UNRA outperformed the annual target of reducing overloaded vehicles to 5%. This reduction was a good step forward in improving the lifespan of the road infrastructure.

The ***Land Use and Transport Planning sub-programme*** registered a poor performance (24%) on account of exhaustion of the budget for the Right of Way acquisition which affected compensation of the PAPs. Consequently, this greatly affected achievement of targets under the

Transport Infrastructure and Services Development Sub-programme.

The performance of the **Transport Regulation sub-programme** was fair (63.7%) despite the good (76.3%) financial release. The *review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws* intervention performed fairly (50%) while the *enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks* intervention performed well/good (77.4%).

Overall challenges

1. The programme implementing agencies overcommit to implement projects compared to the available funds. As a result, there is accumulation of debt and arrears due to delays in payment of service providers and compensation of project affected persons.
2. Delayed access to project corridors or right of way on upgrading projects on the national road network majorly due to relocation of utilities, exhaustion of the compensation budget and grievances from the PAPs.
3. Budget suppression which mainly affected the achievement of planned outputs, especially under the sub-programme activities implemented by the MoWT and the UNRA.
4. Inadequate staffing at the LGs for key positions such as District Engineer and Equipment Operators compromises the achievement of planned outputs. This is majorly due to the low wage bill provisions.
5. Low investment in the water and railway transportation modes having a drawdown effect towards the development of a seamless multimodal public transportation system.

Recommendations

1. The UNRA and MoWT should prioritize the payment of debt and acquisition of right of way for ongoing projects and stay entry of new projects in the Public Investment Plan and budget until fiscal space is realized within the programme budget ceiling.
2. The UNRA should fast track land acquisition with at least 50% of the RoW availed before commencement of the project works and ensure it is finalised within six (6) months after commencement for future projects.
3. The MoWT/Programme Working Group (PWG) should prioritize investments to the water transport and fast-track the implementation of the railway sub-sector projects including construction of the Standard Gauge Railway and rehabilitation of meter gauge line. Both local and foreign investors should be targeted.



FOREWORD

At the start of the Financial Year 2023/24, the Government of Uganda outlined strategies to restore the economy back to the medium -term growth path and improve competitiveness. The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport; electricity under the Sustainable Energy Development; irrigation under Agro-Industrialization; Industrial parks under Manufacturing; support to medical schools and science-based research and development under Human Capital Development; as well as oil and gas among others.

Annual programme assessments have been made, and it has been established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. To that effect, I urge you to critically review the findings of the performance reports with a view to improving effectiveness in implementation of activities going forward. These monitoring findings form a very important building block upon which programmes can commence the reflective exercises.

The government has embarked on the 10-fold growth strategy that demands for enhanced efficiency and effectiveness within programmes. We cannot afford to have fair performance scores hence forth, as this will jeopardize the prospects of doubling the economic growth rates in the medium term.

Ramathan Ggoobi

Permanent Secretary/ Secretary to the Treasury





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 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 receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and 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-Industrialisation; Community Mobilisation and Mindset Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Manufacturing; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Regional Development; 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 July 2023 to June 2024. The performance findings in the report are presented per the approved 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 targets 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 murram 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 to 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 the four (4) sub-programmes under the Integrated Transport and Infrastructure Services (ITIS) Programme were considered. Four (4) out of the six (6) funded interventions under the Transport Infrastructure and Services Development sub-programme were monitored. Four (4) strategic infrastructure projects were monitored under MoWT; fifteen (15) upgrading road projects and six (6) landing sites/ferries under the UNRA; one (1) landing site under MoWT; feasibility studies and detailed designs under UNRA; and upgrade the road network for connectivity in the Greater Kampala Metropolitan Area under the KCCA.

Under the Transport Asset Management sub-programme: Six (6) UNRA stations for the National Roads Maintenance and 11 Local Governments (3 cities, 2 municipalities and 6 districts) for the District Urban and Community Access Roads (DUCAR) Maintenance under URF; 6 bridges projects under UNRA and 20 bridge projects under MoWT; 4 rehabilitation projects by the UNRA and 2 District Road Rehabilitation Units under MoWT; 7 projects under the Urban Roads Resealing; and enforcement of axle loading by the UNRA were monitored.

Acquisition of infrastructure/utility corridors intervention for development projects was monitored for the Land Use and Transport Planning sub-programme; while the interventions of review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws; and enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks, all by the MoWT were monitored under the Transport Regulation sub-programme.

A summary of the projects/districts monitored per intervention is presented in in **Annex A**.

2.2 Sampling

Purposive sampling methods was 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 on the basis of 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 Programme Implementation Action Plans (PIAPs) for ease of analysis.

2.3 Data Collection

The methodologies adopted during the monitoring were:

1. Consultations and key informant interviews with project managers in implementing agencies both at the Central and Local Government level.
2. Review of secondary data sources including: Program Implementation Action Plan, Ministerial Policy Statements 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.
3. Review and analysis of data from the Integrated Financial Management System (IFMS); and bank statements from some implementing agencies.
 4. 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 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 on the basis of the criterion in Table 2.1. Based on the rating assigned, a colour coded system was used to alert the policy makers 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 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: Author's 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 programme was good. Despite the good release, the funds were inadequate to enable implementation of the both development and recurrent outputs under the programme. The release of funds for the Transport Infrastructure and Services Development sub-programme meant to increase transport interconnectivity to promote internal and intra-regional trade and reduce poverty had the worst performance (69.5%). This low release under this sub-programme translated into delayed payments to service providers leading to slowed down implementation of works. The UNRA thus closed the FY with arrears/debt amounting to Ug shs 970.724 billion which was an increase of 56.19% from the previous FY.

The financial performance for the Integrated Transport Infrastructure Services (ITIS) programme is shown in Table 3.1.

Table 3.1: Financial Performance of ITIS programme by 30th June 2024

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	3,297.45	2,290.78	1,934.02	69.5	84.4
Transport Asset Management	1,012.04	984.22	979.04	97.3	99.5
Land Use and Transport Planning ¹	356.60	356.60	356.06	100.0	99.8
Transport Regulation	141.63	108.82	108.23	76.8	99.5
Grand Total	4,807.72	3,740.41	3,377.35	77.8	90.3

Source: UNRA, MoWT, URF, KCCA Quarter 4 Vote Performance Report FY 2023/24

For the annual monitoring all the four sub-programmes were monitored.

Physical Performance

The overall performance of the ITIS programme was fair at 50.6%. This performance, contributed to by the four sub-programmes that make up the ITIS programme had good performance under the Transport Asset Management, fair performance from the Transport Regulation, fair performance from the Transport Infrastructure and Services Development and poor performance from the Land Use and Transport Planning sub-programmes. The performance of the is summarized in Table 3.2.

The fair performance of the programme was attributed to the inadequate budget for the Land Use and Transport Planning sub-programme which affected the acquisition of the Right of Way for development projects. Consequently, this affected achievement of targets under the Transport Infrastructure and Services Development; and Transport Asset Management sub-programmes. There was also the over commitment of the implementing agencies compared to the available financing in the programme leading to accumulation of arrears.

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



Table 3.2: Summary of the Performance of ITIS programme by 30th June 2024

Sub-Programme	Performance (%)	Remarks
Transport Infrastructure and Services Development	60.7	Fair
Transport Asset Management	77.6	Good
Land use and Transport Planning	24%	Poor
Transport Regulation	63.7	Fair
Overall Performance	50.6	Fair

Source: Author's Compilation

Despite the fair performance under the Transport Infrastructure and Services Development a total of 66 km equivalent (20.1% of the annual target) was added to the national network during the FY. As a result, the stock of the national paved network increased by 1.07% from 6,133kms in the FY2022/23 to 6,199kms in the FY2023/24. Atiak-Laropi (66km) project in Adjumani and Amuru districts was substantially completed in the FY.

Under the Transport Asset Management sub-programme, the key achievements were: the rehabilitation of 97.8kms of the national paved network; seven (7) cable bridges in the hard-to-reach areas of Isandalla-Nyamitooma (Kyegegwa District), Kisenyi-Kyangabukama (Kyenjojo District), Katookye (Kabale District), Tokwe (Bundibugyo District), Nyakafura (Rukiga District), Nyamirima I - Nyamirima II, and Katehe-Nyakajera (both in Rubirizi District) were substantially completed; and significant reduction in the overloaded vehicles whereby the UNRA attained a percentage reduction of 3.6% out of the annual target of 5% while enforcing the loading limits.

The underperformance of the Land Use and Transport Planning sub-programme impacted negatively on the implementation of the planned outputs under the Transport Infrastructure and Services Development; Transport Asset Management sub-programmes. Key planned outputs under the UNRA and the MoWT involving the acquisition of the Right of Way (RoW) were not achieved.

Transport Regulation sub-programme's performance was fair. Progress was majorly attained in the areas of compliance to standards and relevant laws aimed at the smooth operation of transport services. Implementation of activities was majorly affected by inadequate funding as 76.3% of the budget was released. Key activities not carried achieved were: The Motor Vehicle Registration replacement with new plates which was supposed to take place in eight regions of the country; the inspection of 1,000 good vehicles; Appraisal of road safety interventions; and development of Inland Water Transport regulations.

Throughout the ITIS programme, there was over commitment of the implementing agencies compared to the available financing leading to accumulation of arrears. It is thus evident that the agencies need to be supported especially in terms of enhanced financing; and prioritizing the completion of the ongoing projects before commencing new ones.

3.2 Emerging Issues

1. The new municipalities and cities do not have road maintenance equipment.
2. Low disbursements of the external financing components due to slow implementation of the projects.



3. Increasing arrears majorly under UNRA as unmet payments to service providers and project affected persons.

3.3 Transport Infrastructure and Services Development Sub-Programme

3.3.1 Introduction

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

The sub-programme has 15 interventions, namely: Construct, and 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 3,297.45 billion of which Ug shs 2,290.78 billion (69.5%) was released and Ug shs 1,934.02 billion (84.4%) was expended. This greatly impacted on the performance of the sub-programme as a number of outputs were not achieved or implemented.

During the annual monitoring, FY2023/24 focused on four (4) funded interventions because these had a significant portion of the release by 30th June 2024.

Overall Sub-Programme Performance

The Transport Infrastructure and Services Development sub-programme's performance implemented by the KCCA, MoWT and UNRA was fair at 60.7% (See Table 3.3). This was due to the fair performance of the: construct and upgrade climate-proof strategic transport infrastructure; implement an integrated multi-modal transportation hub; and Increase capacity of existing transport infrastructure and services interventions; and the poor performance of the strengthen the local construction capacity intervention. The performance of the sub programme was majorly affected by the inadequate releases in the first half of the FY which led to delays in the acquisition of the RoW, procurement and payments of the service providers.



Table 3.3: Performance of the Transport Infrastructure and Services Development sub-programme by 30th June 2024

Intervention	Performance Rating	Remarks
Construct and upgrade climate proof strategic infrastructure	65.6%	Fair
Implement an Integrated Multi-modal Transportation Hub	66.6%	Fair
Strengthen local construction capacity	42.7%	Poor
Increase capacity of existing transport infrastructure and services	67.8%	Fair
Overall performance	60.7%	Fair

Source: Author's Compilation

Details of the performance of the four (4) interventions monitored are presented hereafter.

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

The annual planned outputs for this intervention were;

- i) Upgrading of strategic roads from gravel to bituminous standard by the Uganda National Roads Authority;
- ii) Construction and operationalization of Kabaale International Airport;
- iii) Development of the New Bukasa Port;
- iv) Rehabilitation of the Tororo – Gulu Meter Gauge Railway (MGR)

The annual monitoring for FY 2023/24 focused on all the four outputs and findings are presented hereafter.

Overall performance of the intervention

The performance of the construct and upgrade climate-proof strategic transport intervention was fair; therefore, the intervention partially achieved the planned outputs. This performance was on account of the very good performance of the development of Kabaale International Airport; the good performance of the Rehabilitation of Tororo – Gulu Metre Gauge Railway Line; fair performances under the upgrading of strategic roads from gravel to bituminous standards; and the poor performance of the development of the new Bukasa port.

The underperformance of the intervention was due to delays in the acquisition of the RoW and delays in payments to service providers, especially contractors, which greatly affected the upgrading projects. The Bukasa port was affected by the late commencement of the contractor (April 2024).

The performance of the monitored outputs under the construct and upgrade climate-proof strategic transport infrastructure intervention is summarised in Table 3.4.

Table 3.4: Performance of the Construct and Upgrade Climate-proof Strategic Transport Infrastructure by 30th June 2024

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	2,697.715	95.6	85.7	69.70	Performance was fair. The upgrading projects were affected by delayed payments to service providers, mainly affecting the contractor's cash flows and delays in acquiring the RoW.
Rehabilitation of Tororo – Gulu Railway Line	55.000	100.0	100.0	76.00	The performance of the contract was good, with the cumulative progress at 38% compared to the planned 50%.
Development of Kabaale International Airport	56.000	99.7	100.0	91.90	The performance was very good. The major structural works were substantially complete.
Bukasa Port	2.500	100.0	100.0	25.00	The performance was poor. This was attributed to the late commencement of works by the contractor (April 2024)
Average performance				65.6	Fair Performance

Source: Author's 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

Upgrading of the strategic national roads to bituminous standards contributes to the NDPIII objective of 'consolidating and increasing stock and quality of productive infrastructure.' The UNRA planned to upgrade 315km of gravel roads to bituminous standards during FY 2023/24.

The UNRA was upgrading 22 road development projects (new construction- upgrading from gravel to paved bituminous standards) with a total distance of 1,201.3km in FY 2023/24. These were at various stages of construction (physical progress). A total of 66 km equivalent (20.1% of the annual target) was added to the national network during the period. The overall performance of the upgrading projects from gravel to tarmac under the UNRA in the FY was fair at 69.7%. Thirteen projects (86.7%) out of 15 were behind schedule except for Saka Swamp Crossing under the Design and Build Scheme and upgrading Pallisa and Kumi Town roads. Despite the fair performance, Kapchorwa-Suam (73km) and the Emergency Reconstruction of Saka Swamp Crossing under the design and build scheme attained substantial completion. In addition, there was a very good performance on Selected Town Roads (7.5 Km) in Pallisa and Kumi (12.2 Km).

However, poor performance experienced on Muyembe – Nakapiripirit (92km); Najjanakumbi – Busabala Road (11km), Munyonyo Spur Interchange and Service Roads (17km); Rwenkuny-



Apac (100.1km); Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km); and Design and Build of Masindi-Biiso, Hohwa-Nyairongo-Kyarusheesha-Butoole, and Kabaale-Kiziranfumbi Roads (97km)-Critical Oil Roads Package 5. This performance was due to delayed land acquisition and payment of service providers due to inadequate disbursement to the Uganda National Roads Authority. As a result of insufficient disbursements, the UNRA closed the FY arrears amounting to Ug shs 1,172.14 billion inclusive of land acquisition, which attracts a Ug shs 282,245,084 per day while Ug shs 59.736 billion is equivalent to interest accrued on delayed payments.

The detailed performance of the projects monitored is summarised in Table 3.5.

Table 3.5: Details of the Progress of Projects Monitored by 30th June 2024

S/N	Road Name	Annual Target (%)	Achieved Target (%)	% physical score	Remarks
1	Muyembe – Nakapiripit (92km)	67.00	29.54	44.09	The performance was poor. This was due to the delayed completion of design review and approval; the contractor's cashflow challenges due to the recalling of the Advance Payment Guarantee; challenges in obtaining sufficient solid rock; and heavy rainfall. The cumulative physical progress was at 60.78% against a plan of 98.24%. Hence, the project was behind schedule by 37.46%. The cumulative financial progress was at 66.27% against a plan of 96.75%.
2	Najjanakumbi – Busabala Road (11km), Munyonyo Spur Interchange and Service Roads (17km)	49.90	20.90	41.88	The performance was poor due to the delayed completion of the RoW acquisition and the delay in payment of the contractor's IPCs. The cumulative physical progress was 47% against a planned 76%, with a time progress of 92%. The contractor achieved 4.5km of asphalt, bridge work construction at the Busabala interchange, and overpass bridges along the Munyonyo Spur. Hence, the project was behind schedule by 29% and was not likely to be completed within the stipulated duration. The cumulative financial progress was at 47% against the planned 71%.
3	Atiak – Laropi (66km)	23.00	16.00	69.57	The performance was fair. This was due to problematic alignment soil which led to an elaborate design review process and issuing of an administration order; shallow groundwater/floods along some sections leading to expensive interventions inclusive of rock fill and cut to spoil unsuitable soil materials; Ongoing disputes that are in arbitration between the contractor and the contracting authority. The cumulative physical progress was at 93% against an initial planned of 100% at a time progress of 163.33%. Hence, the project was



S/N	Road Name	Annual Target (%)	Achieved Target (%)	% physical score	Remarks
					behind schedule by 30.7%. The cumulative financial progress was 94.10% against an initial planned 100%.
4	Upgrading of Rwenkunya - Apac - Lira - Puranga (191Km), Lot 1: Rwenkunya-Apac (100.1km)	72.44	31.15	43.00	The performance was poor due to delayed land acquisition by the UNRA; delays in procurement of bitumen and fuel by the contractor; cost overruns of about 8.15% over and above the original contract price from design reviews and extension of time-related obligations; and high turnover of the consultant's staff. The cumulative physical progress was at 53.93% against 80.03%. Hence, the project was behind schedule by 26.1%. The cumulative financial progress was at 44.41% against the planned 71.06%.
5	Upgrading of Rwenkunya - Apac - Lira - Puranga (191Km), Lot 2: Apac - Lira - Puranga (90.9km)	58.07	31.70	54.59	The performance was fair. This was due to delayed land acquisition by the UNRA; the Gulf War in the Red Sea, which affected the procurement of bitumen for the project; and heavy rains. The cumulative physical progress was at 58.71% against the planned 100%. Hence, the project was behind schedule by 41.29%. The cumulative financial progress was 59.87% against a plan of 100%.
6	Upgrading of Moroto-Lokitanyala Road (42km)	16.83	15.82	94.00	The performance was very good. The cumulative physical progress was at 80.89% against the revised plan of 81.90% at a time of 123%. However, the delayed acquisition of the RoW, especially for the Town section, affected the project. The cumulative financial progress was 83.75% against the planned 84.25%.
7	Tororo-Busia Road (26Km) and Mayuge and Busia Town Roads (18Km)	32.02	25.60	79.95	The performance was good. The cumulative physical progress was at 56.32% against the planned 62.74% at a time progress of 83.3%. The progress was threatened by the delayed acquisition of RoW, payment of IPCs and relocation of services. The cumulative financial progress was at 20.53%, achieved against the planned 76.54%.



S/N	Road Name	Annual Target (%)	Achieved Target (%)	% physical score	Remarks
8	Kapchorwa-Suam (73km)	15.15	14.15	93.40	<p>The performance was very good. The project was considered substantially completed. The contractor was finalising the finishing works at Suam OSBP, town roads and attending to snags under the DLP was due to expire on 31st October 2024.</p> <p>The financial progress was 96.16% against the planned 100%. However, the budget for financial contingency (VOP) was exhausted, and there was a need for additional funds amounting to Ug shs 36 billion to cover VOP.</p>
9	Emergency Reconstruction of Saka Swamp Crossing under Design and Build Scheme.	24.44	24.82	100.00	<p>The project registered a very good performance. The project was substantially complete ahead of schedule and was under the DLP.</p> <p>The cumulative financial progress was at 90.40%, which was achieved against the 91.40%.</p>
10	Upgrading of Selected Town Roads (7.5 Km) In Pallisa and Kumi (12.2 Km)	51.56	69.98	100.00	<p>The performance was very good. The cumulative physical progress was at 69.98% against a plan of 51.56% and time progress of 59.92%. Therefore, the project was ahead of schedule.</p> <p>The cumulative financial progress was at 45.23% achieved against a plan of 52.36 %. The contractor was cumulatively paid Ug shs 9,117,517,432 against the certified value of Ug shs 67,070,717,101.</p>
11	Rukungiri-Kihihi-Ishasha/Kanungu (78.5 km)	10.55	8.85	83.89	<p>The performance was good. The cumulative physical progress was at 98.3% of works out 100% against a plan of 100%.</p> <p>The project has been under the Defects Liability Period since 17th November 2023. The cumulative financial progress was 100% achieved against a plan of 109%.</p>
12	Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km)	68.51	28.28	41.28	<p>The performance was poor because of delayed RoW acquisition and payments to the consultant and the contractor. The cumulative physical progress was at 30% against a plan of 69.98% and time progress of 30% against 70.23%. Therefore, the project was behind schedule by 40.23%.</p> <p>The cumulative financial progress was at 42.0%, achieved against a plan of 71.62% %.</p>



S/N	Road Name	Annual Target (%)	Achieved Target (%)	% physical score	Remarks
13	Busega - Mpigi Expressway (23.7Km)	26.16	16.78	64.14	The performance was fair. However, the project was affected by the lack of available additional financing required for project completion; encumbrances in sections handed over to the contractor; and delayed payment of the consultant's invoices since March 2023. The cumulative physical progress was at 40.86% against a plan of 50.42% at a time progress of 98.42%. Therefore, the project was behind schedule by 9.56%. The cumulative financial progress was at 42.12% against a revised plan of 51.40%.
14	Kampala Flyover Construction and Road Upgrading Project: Lot-1 (Package 1: Clock Tower Flyover & Package 2: Nsambya - Mukwano Road)	14.74	9.89	67.10	The performance was fair. The cumulative physical progress was at 95.19% against a plan of 100% and time progress of 194%. Therefore, the project was behind schedule by 4.81%. The project was delayed due to contractor-induced delays like poor planning and under-resourcing. The cumulative financial progress was at 75.15%, which was achieved against a plan of 100%.
15	Design and Build of the Upgrading of Kira-Matugga road and improvement of 5 No. junctions (21kms)	11.74	14.50	100.00	The performance was very good. The cumulative physical progress of works achieved was 49.0 % against a plan of 46.2% at a time progress of 75.3% (based on draft contract change order No.1). Hence, the project was behind schedule by 26.3%. The project was affected by the delayed acquisition of the right of way, delayed completion of the outstanding junction designs and inadequate material mobilisation by the contractor. There was also need for extra land uptake due to additional drainage components introduced in the project.
16	Design and Build of Masindi-Biiso, Hohwa-Nyairongo-Kyarushesha-Butoole, And Kabaale-Kiziranfumbi Roads (97km)- Critical oil Roads Package 5	14.41	5.51	38.24	The performance was poor. The cumulative physical progress was at 85.59% against a plan of 100% and time progress of 90.18%. Therefore, the project was ahead of schedule. The cumulative financial progress was at 86.01% against a planned of 100 %.
Overall Performance Rating				69.7	Fair performance

Source: UNRA Q4 Performance Report FY2023/24 and Field Findings



Asphalt concrete surfaced road along the Najjanankumbi – Busabala road section.



Partially Demolished structure of a resistant PAP who was fully compensated on the Najjanankumbi – Busabala road section



Muyembe-Nakapiripirt Road: Chepsukunya bridge on Girik River



Upgrading Of Selected Town Roads (7.5 Km) In Pallisa and Kumi (12.2 Km) : A section of one of the completed roads in Pallisa town



Kira-Matugga Road: Completed section of Family Care Hospital Link road



Kira-Matugga Road: construction of base layer along Kira -Kasangati section

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 work.

However, the first contract was terminated when the physical works were 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.

A second construction contract was awarded to another contractor, and the work commenced on 20th July 2023 with a completion date of 20th July 2025 (two-year period) at Ug shs 199,997,631,624. The physical progress was 38% against a planned 50% by 30th June 2024. The work was behind schedule due to delayed payment of IPCs, which affected the contractor's cash flow.

Development of Kabaale International Airport

Commercially viable oil and gas deposits were discovered in the Albertine Graben in Western Uganda along the eastern side of Lake Albert. This discovery was made through the downstream exploration and well drilling by the three (3) licensed international oil and gas exploration companies, i.e., Tullow Oil Pty, Total E and PBV, and CNOOC. The GoU thus acquired public land measuring about 29km² in Kabaale to enable the construction of the physical facilities and the establishment of the infrastructure for handling the crude oil, processing, and evacuation of refined oil products.

For this purpose, the GoU launched the construction of Kabaale International Airport in Kabaale Parish, Buseruka Sub-county, Hoima District, 45 km from Hoima Municipality. The new airport is to facilitate the mobilization of equipment for constructing a refinery and assist in developing agriculture and tourism in Uganda's Western region.

The Kabaale International Airport Project was designed to support the operation of large cargo and passenger aircraft, with a runway of 3,500m in length from threshold to threshold and 45m in width; a parking apron of 81,500 m²; a taxiway; a cargo terminal of 3,240 m²; a rescue and firefighting facility; a category one airfield ground lighting system; a navigational aids system; a mobile control tower; and roads and parking facilities.

Other key aspects of the project were: ground support equipment area of 5,000m²; landside road system and parking; employee housing comprising of six 3-bedroom units for airport management staff and fifteen 2-bedroom units for airport operations staff and short-term specialists; road diversion and general connection to the road system; and environmental and social safeguard monitoring and implementation.

The GoU secured a loan facility for the project from the United Kingdom Export Finance (UKEF). The total project cost was Euro 309,100,259.49. This loan was broken down into construction price of Euro 264,077,144.48 (85.43%); employer's engineer – supervision of Euro 4,000,000 (1.29%); finance administration fees of Euros 5,409,940.36 (1.75%); UKEF finance charges of Euro 35,203,674.65 (11.39%); facility agent fees of Euro 409,500 (0.13%). Due to the



Variation of Prices (VOP), the project cost was revised upwards by 10.87%, from Euro 309.1 million to Euro 342.7 million, with an additional Euro 33 million to be met by the GoU.

By the end of June 2024, the contractor had submitted 71 invoices amounting to Euro 271.957 million, of which 68 invoices amounting to Euro 262.293 million were paid. This indicated a significant progress in the financial disbursement, though payment delays had resulted in claims for interest by the contractor.

The construction of Kabaale International Airport commenced on 18th April 2018 and was initially expected to be completed by 17th February 2023. However, two extensions were granted, shifting the completion date to 13th August 2025. This extension represents a 51.3% time overrun, reflecting significant delays in project delivery.

As of 30th June 2024, the overall progress of the airport works was at 95.3% against an 84.7% time-lapse based on the revised completion date. During the fiscal year 2023/24, the airport achieved 91.5% of its annual physical progress, indicating a very good performance despite challenges.

By the end of June 2024, all major structural works on the airport were completed, with only a few components at different stages of progress, as detailed below. AGL Sub-Station – 81.7%, Airport Rescue and Firefighting Building – 96.2%, Main Substation – 74.8%, Cargo Terminal – 93.9%, and Chambers & Ducts -85.4%. The contractor completed the flight check and the calibration of the navigation systems. The ground commissioning document reports and SAT document records were submitted to the engineer. Training for the UCAA Navigation Aids staff commenced on 27th June 2024.

The major challenges faced by the project include adverse weather conditions with abnormal rainfall and delays occasioned by the COVID-19 pandemic and its associated restrictions. The total days evaluated for these delays was 129 days. Furthermore, Variation of Price (VoP) affected the project's cost, resulting in an additional cost of Euro 47,381,888.66 by the end of June 2024. Due to the exhaustion of financial provisions, some project elements were omitted from the contractor's scope, including the fuel farm, staff houses, a 33kV airport power supply, and the cabin for the mobile control tower.

The construction of the access road to Kabaale International Airport from the Kabaale Kiziranfumbi Road, spanning 3.2 km and overseen by UNRA, is currently in progress, with a physical progress of 10.45%. The delay in completing the access road by UNRA will likely hinder the full operationalisation of the airport.



Kabaale International Airport: Completed Airport Rescue and Firefighting Building



Kabaale International Airport: Airfield Ground Lighting system installed

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

The intervention aims to optimize transport infrastructure and services investment across all modes. UNRA, KCCA and MoWT implement the intervention. Some MoWT activities are implemented through Uganda Railways Corporation (URC) and Uganda Civil Aviation Authority (UCAA). The planned outputs monitored were the improvement of Ferry Services and undertake feasibility studies and generating 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 fair at 66.6%. The performance of the monitored outputs under the intervention is summarized in Table 3.5.

Table 3.5: Performance of the Implement an Integrated Multi-modal Transportation Hub by 30th June 2024

Out put	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	158.0	72.4	57.40	Fair performance. The project performance was affected by the stoppage of civil works at the Amuru Rhino camp and Wanseko sites and poor disbursement of funds.
Undertake feasibility studies and generate detailed designs for the national road network	13.773	83.1	100	99.55	The performance was very good. Most designs were completed.
Upgrade road network for connectivity in the Greater Kampala Metropolitan Area (GKMA).	87.129	100.0	99.9	42.7	The performance was poor. The project was majorly affected by delayed procurements and weak capacity of contractors.
Average performance				66.6	Fair

Source: Author's Compilation and Field Findings



Improvement of Ferry Services and Construction of Landing Sites/Jetties

The Improvement of Ferry Services output aims to provide safe connectivity across the water bodies in the country for passengers and their goods. The institution operated 14 continuous ferry sites with 97.9% availability.

During the FY2023/24, the Uganda National Roads Authority planned: addition of ferries with the completion of the Buyende-Kagwara-Kaberaido (BKK) ferry, Lake Bunyonyi 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 fair at 57.4% (Refer to Table 3.6). The UNRA still operated a fleet of 14 ferries along the National Road Network this FY, delivering 26,200 (90.2%) trips against a planned 29,051 trips, translating into ferrying 4,748,140 passengers.

Table 3.6: Performance of Improvement of Ferry Services by 30th June 2024

Ferry Name	Annual Target (%)	Achieved progress (%)	Score %	Remarks
Construction of Permanent Ferry Landings for Sigulu Ferry This project involves the construction of Landings, Waiting Shed, Toilets, and Staff Quarters at Watega (Mainland), Bumalenge (Sigulu Island), and Kandege (Lolwe Island) to facilitate the docking of MV Sigulu Ferry on Lake Victoria	5.40	5.40	100	The performance was very good. The contractor completed the project's construction phase and handed it over to UNRA on 17th November 2023. Monitoring the defects liability period was ongoing. However, outstanding IPCs were amounting to 1,645,385,672.
Buyende-Kagwara-Kaberaido (BKK) Project The project has two key components: two ferries and the provision of one (01) dredging equipment and landing sites. The project intends to connect the Teso and Busoga areas through Lake Kyoga as the second ferry crossing on Lake Kyoga.	49.00	32.00	65.31	The performance of the ferry works was very fair. The work was at 83% against a plan of 100%. Hence, the work was behind schedule. The full welding of the bottom of the Ferry 1 Hull was done at an advanced stage while the fabrication and welding of the Ferry 2 superstructure was ongoing.
	39.50	13.5	34.18	The performance of the civil works was poor. The work was at 74% and was behind schedule, mainly due to delayed payment of the contractor's IPCs. The contract had expired and was under liquidated damages.
Amuru-Rhino Camp Ferry Project This is a Force Account project that involves fencing, construction of landing sites &	15.00	0.00	0.00	The ferry did not register any achievement this FY due to budget cuts. The cumulative physical progress has stagnated at 85.0% since the end of June 2023 against a target of 100%.



Ferry Name	Annual Target (%)	Achieved progress (%)	Score %	Remarks
facilities and repair of an aged ferry to provide a shorter link between Amuru and Arua Districts through the River Nile.	28.00	0.00	0.00	No progress had been registered this FY due to budget cuts. The cumulative physical progress has stagnated at 72.0% since the end of June 2023 against a target of 100%.
Bugala-Bubembe-Bunyama Ferry Project-Civil Component	34.00	29.00	85.29	Cumulatively, the physical progress was at 95% against a plan of 100%. However, there was inadequate funding to pay for outstanding payments for materials and facilitations, which delayed the completion of works.
Design and Build of Wanseko Landing Site	35.00	0.00	0.00	There were no civil works in the FY. The contractor halted work due to site access being cut off by the high-water levels of Lake Albert. The cumulative physical progress had stagnated at 40% since June 2023. A new route was established for the ferry since the original route was long yet shallow.
Lake Bunyonyi Ferries Two vessels are being constructed for Lake Bunyonyi under the African Development Bank (AfDB) funding. The annual target was 15% of Ferry works completed for Lake Bunyonyi Ferry Equipment and landing sites	15.00	19.00	100.00	The performance was very good. The cumulative physical progress of the ferry equipment was 40%, with the clearance, fencing, and leveling phase of the ferry construction phase being complete. However, progress was being affected by the unpaid PAPs, who threatened to deny the contractor access to the site and caused payment delays for IPCs by the AfDB. On the other hand, the landing sites were still under design by the consultant
Ship Designs: The consultancy contract for the Design and Production drawings commenced on 14 th August 2023.	100.00	15.00	15.00	The performance was poor. Only the inception report was submitted.
Average Ferry utilization	100.00	90.20	90.20	The performance was very Good. The UNRA operated fourteen (14) ferries during the FY, ferrying 4,748,140 passengers.
Average Ferry availability (crossing)	100.00	97.90	97.90	
Average Ferry Equipment Availability	100.00	97.10	97.10	

Ferry Name	Annual Target (%)	Achieved progress (%)	Score %	Remarks
Gerenge Landing Site Phase 2 includes the site shade and other facilities in the Gerenge landing site in Wakiso District.	80.00	49.00	61.25	The performance was fair. The physical progress of the jetty was at 98%, while ancillary works had not commenced. Progress was affected by seasonal increases in water levels and the inability of some suppliers to deliver materials on time when issued call-off orders.
Performance Rating			57.40	Fair Performance

Source: MoWT, UNRA, and Field Findings



Buyende-Kagwara-Kaberaimaido (BKK) Ferry: Completed toilet block and waiting shed with ramps at Kagwara Landing site on Lake Kyoga in Serere District



Buyende-Kagwara-Kaberaimaido (BKK) Ferry: Completed three twin unit staff houses at Kagwara Landing site on Lake Kyoga in Serere District

Undertake Feasibility Studies and Generate Detailed Designs for the National Road Network

The UNRA implements the intervention to provide adequate feasibility studies that lead to efficient road designs and are gender and equity-responsive. In the FY 2023/24, the planned activities were: Feasibility Studies and detailed designs for road upgrading project (915km); Detailed engineering designs for rehabilitation and periodic maintenance projects (405km), capacity improvement and Expressway Projects (97km) and design reviews on 780km roads.

The ‘undertake feasibility studies and generate detailed designs for the national road network’ output performance was very good at 99.6% by 30th June 2024, as illustrated in Table 3.7. This performance was due to the finalisation of the ongoing designs, which had started in the previous FY. The UNRA was undertaking all the rehabilitation designs using the in-house design team to improve the performance of the intervention/attainment of targets and build staff capacity.

**Table 3.7: Performance of Undertake Feasibility Studies and Generate Detailed Designs for the National Road Networks by 30th June 2024**

Sub-output	Sub-output activities	Annual Target (kms)	Annual Achieved (kms)	Physical Score (%)
Feasibility Studies and Detailed Designs for Road Upgrading Projects	Feasibility studies for 915kms roads	915	886.5	96.88
	Detailed Engineering Design for 221 kms of road Upgrading projects	221	221	100.000
Designs for Road Rehabilitation Projects (All designed in-house)	Road Rehabilitation Designs (112 kms)	112	112	100.00
	Draft detailed designs for rehabilitation of 34km of major arterial roads complete	34	34	100.00
	Periodic Maintenance Designs (562 kms)	259	259	100.00
Capacity Improvement and Expressway Projects	Kampala-Jinja Expressway PPP (97kms)	97	97	100.000
Design Reviews	Carried out design reviews of 780 kms of Road Upgrading Projects under Implementation	780	784	100.00
Overall Performance (Very Good)				99.55

Source: UNRA Performance Reports FY 2023/24 and Author's Compilation

3.3.4 Strengthen Local Construction Capacity

The performance of the strengthen local construction capacity intervention was poor at 42.7%. The UNRA and MoWT planned to undertake a number of outputs key whose performance is summarized in Table 3.8. Despite being below the target, good and fair performances were registered under the outputs of the value of construction works carried out by local contractors and the local content composition under UNRA projects respectively.



Table 3.8: Performance of the Strengthen Local Construction Capacity Intervention by 30th June 2024

Output	Annual Target (%)	Achieved Target (%)	% Physical Score	Remarks
Local content composition under UNRA Projects	30.0	20.8	69.3	The performance was fair. The UNRA signed contracts and awarded 20.8% by value worth Ug shs 1.05 trillion to local service providers.
Value of construction works carried out by local contractors (% allocation for road works)-MoWT	50	39.0	78.0	The performance was good. However, it was still below the target partly because of the local contractors' low financial and technical capacity.
Number of local contractors classified-MoWT	300.0	0.0	0.0	No achievement was registered.
Operators Trained-MoWT	120.0	28.0	23.3	The performance was poor. The MoWT trained a total of 28 equipment operators/artisans from the Local Governments.
Performance Rating			42.7	Poor Performance

Source: UNRA and MoWT Performance Reports FY 2023/24

3.3.5 Increase Capacity of Existing Transport Infrastructure and Services

The performance of this intervention was fair at 67.8% (Table 3.9). This was mainly attributed to the delayed procurement and payment to the contractors, which affected cashflows.

Table 3.9: Performance of the Intervention of Increase Capacity of Existing Transport Infrastructure and Services by 30th June 2024

Output	Annual Target	Achieved Target	% Physical Score	Remarks
No. of ferries added to the network	2.0	0.0	0.00	The performance was poor due to the delayed payment of the contractors
No. of roads improved	50.0	35.2	70.40	The performance was good
No. of road units added	6.0	4.0	66.67	The performance was fair
No. of road units rehabilitated	34.0	67.0	100.00	The performance was very good
No. of road junctions improved	5.0	4.0	80.00	
% civil works for the EACAA infrastructure	40.0	0.0	0.00	No achievement was registered hence, poor performance
Maintenance of upcountry Aerodromes	13.0	13.0	100.00	The performance was very good
No. of aircrafts procured	3.0	-	0.00	No achievement was registered; hence, there was poor performance

Output	Annual Target	Achieved Target	% Physical Score	Remarks
No. of coaches/locomotives procured	2.0	2.0	100.00	The performance was very good
% average availability for ministry vehicles attained	70.0	60.0	85.71	The performance was good
Annual inspection of government vehicles conducted (No.)	23,135.0	2,622.0	11.33	The performance was poor
Construction supervision of METRAC in Luwero conducted by the ministry technical team (No.)	100.0	100.0	100.00	The performance was very good
% average availability for the VVIP Protocol fleet attained	70.0	80.0	100.00	
% average availability for district and zonal equipment attained	60.0	42.5	70.83	The performance was good
4 No. quarterly inspections for district road equipment conducted	100.0	100.0	100.00	The performance was very good
Software and hardware for government vehicle database upgraded. Software and hardware for government vehicle database upgraded.	100.0	100.0	100.00	
Performance Rating			67.8	Fair Performance

Source: KCCA, MoWT, UNRA and Author's compilation



Arua Aerodrome in Arual City: Left – Completed tarmacking of one of the taxi ways; Right – A substantially complete water borne toilet for the staff



Gulu Aerodrome in Gulu City: Left - An incomplete block of the staff houses; Right – Markings on the runway



Jinja Aerodrome in Jinja City: Left – An incomplete structure of the guard house; Right – A well graded runway with concrete edge markers

3.3.6 Sub-programme Key Challenges

1. Delayed access to sites on upgrading projects on the national road network due to exhaustion of the Land Acquisition budget and grievances from the PAPs.
2. Delays in honouring the interim payment certificates and invoices for service providers which resulted into slowed down progress of works. For instance, the consultant's invoices for Busega-Mpigi Expressway were last paid before March 2023; and work progress stagnated since June 2023 on the landing sites of Amuru Rhino Camp and Wanseko due to suspension of civil works as a result of inadequate funding.
3. Inadequate investment and budget shortfalls in the Water and Railway Transport limits the actualization of integrated multi-modal transport system.

3.3.7 Conclusion

The Transport Infrastructure and Services Development sub-programme's performance implemented by the KCCA, MoWT and UNRA was fair at 60.7%. This was due to the fair performance of the: construct and upgrade climate-proof strategic transport infrastructure; implement an integrated multi-modal transportation hub; and increase capacity of existing



transport infrastructure and services interventions; and the poor performance of the strengthen the local construction capacity intervention.

Specifically, the performance of the intervention ‘construct and upgrade climate-proof strategic transport infrastructure intervention was fair. Hence, the intervention did not achieve its annual targets mainly due to the inadequate funds to cater to the timely acquisition of the RoW and payment of the service providers. Three (3) outputs² (75%) out of the four, achieved fair to very good performance while the fourth output, Development of the New Bukasa port was poor due to the late commencement by the contractor.

The performance of the implement an integrated multi-modal transportation hub intervention was fair. The achievement of the intervention’s FY targets was affected by the delayed procurements and weak capacity of the contractors. This was on account of the very good performance of the undertake feasibility studies and generate detailed designs for the national road network; the fair performance of improvement of ferry services and construction of landing sites/jetties; and the poor performance of the upgrade road network for connectivity in the Greater Kampala Metropolitan Area (GKMA) outputs.

The intervention of ‘strengthen local construction capacity’ registered very poor performance. The value of the work awarded to local contractors was still below the threshold and this was mainly attributed to the low financial and technical capacity of the local contractors; and failure to classify the contractors.

Lastly, the ‘increase capacity of existing transport infrastructure and services’ intervention had fair performance due to budget cuts. The roads were improved, road units were procured or rehabilitated and upcountry aerodromes were maintained. However, no ferries or aircrafts were procured in the FY.

3.3.8 Recommendations

1. The MFPED/UNRA should prioritize sufficient releases for land acquisition in the first half of the FY to increase accessibility to Right of Way and enhance work productivity on development projects.
2. The acquisition of land 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 should fast-track the settlement of all outstanding payments to service providers to mitigate the financial loss arising from interest on delayed payments.
4. The MoWT, through the Programme Working Group (PWG), should increase investments in the Railway and Water transport modes to achieve an optimal multi-modal transport system.

² Upgrading of strategic roads from gravel to bituminous standard, Rehabilitation of Tororo – Gulu Railway Line and Development of Kabaale International Airport



3.4 Transport Asset Management Sub-programme

3.4.1 Introduction

The Transport Asset Management Sub-programme aims to reduce the cost of transport infrastructure and services; and prioritize 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, develop local construction hire pools, implement a transport infrastructure planning and Public Investment Management System (PIMS), and enforce loading limits.

The intermediate outcomes for the sub-programme are: increased average infrastructure life span, the 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 23 stations in different country regions. It includes all interventions under the National and District Roads Maintenance of URF, rehabilitation of the national roads projects under the UNRA, and District, Urban, and Community Access Roads (DUCAR) component under the MoWT. The budget for this sub-programme was Ug shs 1,012.04 billion, of which Ug shs 984.22 billion (97.3%) was released and Ug shs 979.04 billion (96.7%) expended by the end of June 2024.

The performance of three (2) out of the four (4) funded interventions monitored during FY2022/24 is presented hereafter.

Overall Sub-programme performance

Under the *Transport Asset Management Sub-programme* whose main aim is to prioritize transport assets management to increase their life span; the performance was good (77.6%). This performance was attributed to the fair and very good performance of the interventions to ‘*Rehabilitate and maintain transport infrastructure*’ and ‘*Enforcing Loading Limits*’, respectively. The underperformance of the intervention to Rehabilitate and maintain transport infrastructure is strongly linked to poor planning of the outputs under these interventions, evidenced by the overarching excessive time overruns.

The national roads rehabilitation of the paved network output implemented by the UNRA performed poorly (39.7%). A total of 97.8 km equivalents of the national roads was rehabilitated against an annual target of 163 km. In FY 2023/24, two rehabilitation projects of Mityana-Mubende (100km) and Nebbi-Alwi (33km), were suspended due to delayed payment of contractors’ IPCs.

The performance of the rehabilitation of district roads implemented by the Ministry of Works and Transport was fair at 51.8%, while that of the Community Roads Improvement Project (CRIP) was poor at 34.8%. All the roads completed were fully graveled and drainage was provided. Sealing of urban roads by the MoWT performed poorly at 49.4%. The underperformance of these outputs was attributed to budget shortfalls, and as a result, the MoWT did not undertake the planned works on time.

The National Roads and the DUCAR networks were maintained using routine manual and mechanised methods by either force account or contracts. The maintenance works for national

roads were good at 83.1% and 85.7% for force account and contracts, respectively. *Maintenance of the DUCAR network* undertaken by the LGs had good performance of 74.7% and 72.0% for URF funding and Road Maintenance Grant, respectively. The agencies majorly undertook a mix of routine mechanized maintenance and periodic maintenance. Despite the good performance, Municipal Councils and Cities are unable to fully utilise the maintenance grant in a timely manner due to a lack of sound equipment.

Construction of Bridges on the DUCAR network by the MoWT performed fairly at 65.6%. Seven (7) cable bridges in the hard-to-reach areas were substantially completed, while a significant number of bridges were ongoing. The completed bridges were: Isandalla-Nyamitooma in Kyegegwa district, Kisenyi-Kyangabukama in Kyejonjo district, Katookye in Kabaale district, Tokwe in Bundibugyo district, Nyakafura in Rukiga district, Nyamirima I - Nyamirima II in Rubirizi district, Katehe – Nyakajera in Rubirizi district in Western Uganda. The performance was greatly affected by insufficient and delayed disbursement of funds.

The *enforcement of loading limits* under UNRA had a very good performance. By reducing the percentage of overloaded vehicles to 3.6%, the UNRA outperformed the annual target of reducing overloaded vehicles to 5%. This reduction was a good step forward in improving the lifespan of the road infrastructure. Table 3.10 summarizes the performance of the Transport Asset Management Sub-programme per intervention

Table 3.10: Physical performance of the Transport Asset Management Sub-programme by 30th June 2024

Intervention	Performance
Rehabilitate and Maintain Transport Infrastructure	Fair performance (55.2%)
Enforcing Loading Limits	Very performance (100.0%)
Overall Performance	Good performance (77.6%)

Source: Author's Compilation

Details of the performance are presented hereafter.

3.4.2 Rehabilitate and Maintain Transport Infrastructure

This intervention aims to ensure that the transport infrastructure is rehabilitated and maintained to keep it motorable all year round.

The annual planned outputs under this intervention were:

- National roads rehabilitation of the paved network
- Construction of bridges on the national road network
- Maintenance of paved and unpaved national roads network
- Maintenance of the district and community access roads (DUCAR) network;
- Kampala Capital City Authority (KCCA) Urban Road Network Development
- Rehabilitation of community access roads, and
- 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 55.2%. This achievement was attributed to inadequate and late release of funds to the implementing units/agencies; and projects. Despite the fair performance of this intervention, the



maintenance of the national and DUCAR road network exhibited a good performance on account of improved funding. Each local government received additional funding of Ug shs 1.0 billion under the road maintenance grant. The performance of the components of the intervention to Rehabilitate and Maintain Transport Infrastructure is summarized in Table 3.11. Details of the performance of the intervention's outputs per agency or project monitored are in **Annex B – G**.

Table 3.11: Performance of the Rehabilitate and Maintain Transport Infrastructure intervention by 30th June 2024

Output	% budget released	% of release spent	Physical Performance	Remark
National Roads Rehabilitation of the Paved Network	100.0	97.1	39.7	Poor performance. Performance was affected by funding shortfalls.
Construction of Bridges on the National Road Network	100.0	99.7	42.2	Good performance.
Maintenance of Paved and Unpaved National Roads Network (Periodic, Routine and Manual)	100.0	100.0	84.4	Good performance. Performance affected by delayed disbursement of funds and equipment breakdowns.
Maintenance of the DUCAR network (Periodic, Routine and Manual)	100.0	100.0	73.4	Good performance. Performance was affected by delayed release of funds and heavy rains.
Rehabilitation of community access roads	78.3	100.0	34.8	Poor performance. Affected by insufficient release of funds.
Construction of bridges on the DUCAR network	75.8	99.9	65.6	Fair performance. Performance is greatly affected by funding shortfalls.
Rehabilitation of District Roads	89.0	99.9	51.8	Fair performance.
Sealing of Urban Roads	97.3	99.9	49.4	Poor performance. Performance was affected by inadequate funding and delays in acquiring RoW.
Average performance	92.5	99.6	55.2	Fair performance

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 output involves rehabilitation/reconstruction of the paved national roads, which have deteriorated below the required service levels.

During FY 2023/24, the UNRA planned to rehabilitate an equivalent of 163km on six roads on the national network. The planned rehabilitation sections were on the following roads: Mityana–Mubende (100km); Kampala–Jinja (72km); Tororo-Mbale-Soroti-Lira-Kamdini (340km); Karuma – Olwiyo - Pakwach -Nebbi (139 km); Busunju-Kiboga-Hoima Road; Matuuga-Semutto-Kapeeka (41km). These projects were at different levels of progress.

The overall physical performance of rehabilitation of the paved national road network was poor at 39.7%. A total of 97.8 km equivalents was 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 all rehabilitation projects significantly falling behind schedule. Construction works on two projects, Mityana-Mubende (100km) and Nebbi-Alwi (33km), were suspended due to delayed payment of contractors' IPCs, while progress on Kampala-Jinja (72km) and Olwiyo-Packwach (62.5km) was slowed down. As a result, there will be contractor claims for time extensions and costs associated with the idle resources. Details of the performance of the National Roads Rehabilitation on the paved network are in **Annex B1**.



Lot 2B Lira-Kamdini section: Ongoing base course works at Km 125+900



Lot 2B Lira-Kamdini section: Completed road section with asphalt pavement and stone pitch-lined side drains at Km 137+720



Mityana – Mubende road: Box culvert constructed at km 25 +250



Reconstructed section of Mityana – Mubende road with asphalt and stone-pitched side drains

Construction of Bridges on the National Road Network

The UNRA implements the construction of bridges on the national road network output. During the FY 2023/24, the UNRA planned to implement works on 38 strategic bridges on the national road network.

The overall performance of the construction of bridges on the national road network was poor at 42.2%. Three (3) bridges (Lugogo Bridge, Saaka Swamp Crossing, and Kampala Flyover and Road Upgrading Project - Lot 1) 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 2 - Nabukhaya, Nambola, Nametsimeri, Sahana and Khamitsaru Bridges on Kufu-Lwakhaka road and Rubongi Bridge Tororo-Nagongera road was at 65.4%; Lot 3 - Apaa Bridge on Amuru-Omee-Rhino Camp Road was at 33.8%; 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 – Kihhi road, Rwembyo and Kajwenge bridges on Kinyamaseke – Kasinga – Kyarumba – Kibirizi road, and Kamirwa, Nyakambu on Kabwohe – Bwizibwera road was at 32.6%; 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 61.4%; Lot 3 - Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp) was at 79.0%; Lot 2: Kyanya Bridge on Mobuku-Maliba-Kyanya-Ibanda road was at 39.7%

Details of the performance of the construction of bridges on the national road network are elaborated in **Annex B2**. Delays in payments to contractors significantly affected the performance of the bridge projects. During the fiscal year, construction work on five bridge projects was suspended due to cash flow constraints, while work on one project was slowed down.



Ongoing works of the Kochi Bridge on Keri-Midigo-Kerwa road in Yumbe District. Left: Ongoing base course works on the approach roads; Right: the bridge structure



Completed Gazi Bridge along the Inde-Rhino Camp road in Madi Okollo district. Left: The paved approach road works; Right: The bridge structure with the stone pitching and gabion protection works



Ongoing works of the Odrua Bridge along the Arua-Vurra-Nebbi-Goli on the border of Arua and Zombo districts



Ongoing works of the Osu Bridge along the Arua-Biliafe road in Terego District: The completed bridge structure and ongoing approach works



Completed concrete structure for Mpanga bridge in Kabarole District



Box Culvert at Nyabuswa along Bukuku – Rubona in Kabarole District, awaiting backfilling

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 23 stations in different regions of the country. It involves maintenance activities on a total of 21,200kms on the national roads network, ferry services or inland water transport services and axle load control across the network. It aims to improve and maintain the interconnectivity of the national road network across the country by reducing the rate of deterioration, lowering vehicle operating costs and travel time, and ensuring the safety of road users and ferry services.



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

For the FY 2023/24, the planned outputs³ 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) Routine mechanised maintenance using Framework contracts instituted on 1,000.4km of paved and 5,283.7km of unpaved roads

For the annual monitoring of FY 2023/24, the NRM was monitored at seven (7) UNRA stations: Fort Portal, Kabale, Lira, Masaka, Masindi, Mbale and Moyo which had a combined road network of 6,655 km (31.4% of the national road network). Details of the planned outputs at each station are summarised in **Annex C1 – C14**.

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 seven (7) UNRA stations combined was good at 84.4%. This was a performance improvement compared to that of the previous FY (72%). Therefore, the interconnectivity of the national road network was improved and the rate of deterioration of the roads worked on was reduced. The performance of the UNRA stations monitored is shown in Table 3.12.

Force account: The physical performance of the force account component of the NRM was good at 83.1%, which was a better performance compared to 73% for the FY 2022/23. %. 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 UNRA achieved 1,557.4 km (91% of the annual target) and 14,082 km (94% of the annual target) of routine manual maintenance on the paved and unpaved roads, respectively. Routine mechanised maintenance achieved was 1,903 km (95% of the annual target) and 11,056 km (107% of the annual target) of paved and unpaved roads, respectively. The performance of the force account component of the NRM was affected by the delayed release of funds, torrential rains, and equipment breakdowns.

Contracts: The overall performance of the periodic and framework contracts for the seven (7) UNRA stations monitored was good at 85.7%. Under periodic maintenance on the paved road network, 11.6 km (116% of the annual target) were achieved. The framework contracts achieved 224.1 km (22% of the annual target) and 4,592.4 km (87% of the annual target) for paved and unpaved national roads, respectively. This performance of contracts was affected by delayed payment of the contractor's IPCs due to inadequate releases. The inadequate budget impacted the commencement of framework contracts. As a result, the maintenance backlog continued to grow and put further strain on the force account units at the UNRA stations.

Details of performance per station for both force account and contracts are in **Annex C1- C14**.

³ URF Quarter Four Vote Performance Report FY2023/24

**Table 3.12: Summary of Performance of the National Roads Maintenance per UNRA Station by 30th June 2024**

UNRA Station	Financial Performance		% Physical Performance		Remark
	% budget released	% release spent	Force Account	Contracts	
Fort Portal	99.7	99.2	86.0	94.1	Overall performance was very good. However, the station lacks essential equipment like a wheeled excavator and low bed to effectively manage emergencies. Additionally, the monthly fuel allocation to the station was inadequate.
Kabale	100.0	99.6	85.5	85.4	Overall physical performance was good at 85.4%. The performance was however affected by delayed release of funds; frequent emergencies; frequent breakdown of critical road maintenance equipment; and delayed payment of the framework maintenance contractors.
Lira	90.1	99.9	85.1	67.8	Overall physical performance was good at 76.45%. The performance was however affected by delayed and irregular release of funds especially in the last two-quarters of the FY; inadequate monthly fuel allocation for the station; frequent breakdown of critical road maintenance equipment; and delayed payment of the framework maintenance contractors.
Masaka	99.9	99.8	86.9	85.0	Overall physical performance was good at 85.9%. The performance of the force account was affected by inadequate funding and delayed release of quarterly funds.
Masindi	83.9	98.4	87.5	100.0	Overall physical performance was very good at 93.7%. The station faces a challenge of dilapidated office buildings which urgently need repairs.
Mbale	89.1	99.5	77.3	81.7	Overall physical performance was good at 79.5%. The performance of the station was mainly affected by the frequent breakdown of road maintenance equipment due to the old age and insufficient number, heavy torrential rains, and scarcity of road materials, especially for the gravel-wearing course in the mountainous areas of the Sebei and Bugisu sub-regions.
Moyo	95.2	99.5	73.6	85.7	Overall physical performance was good at 79.65%. Performance was affected by the suspension of issuing call-off orders under framework contracts due to inadequate funding, inadequate key road maintenance equipment; and delayed release of

UNRA Station	Financial Performance		% Physical Performance		Remark
	% budget released	% release spent	Force Account	Contracts	
					funds for force account works, which delayed procurement of materials for road maintenance.
Average Performance	94.0	99.4	83.1	85.7	Good performance for both force account and contracts
Overall Average Physical performance				84.4	Good performance

Source: Authors' Compilation and Field Findings



Lira UNRA Station: A flooded section of about 1.8km along the Amii-Kidilani (16km) road at Km 9+000



Lira UNRA Station: A section with gabion protection works along Kadilani-Atura-Atapara (23.1km) at Km 2+000



Mbale UNRA Station: A raised swamp section in good condition at Km 10+80 along the Kadoto-Butebo-Kabwangasi



Mbale UNRA Station: Gabion emergency construction works on Kadoto-Butebo road at Km 36+700



Moyo UNRA Station: A section of Dzippe-Tete-Nimule road at Km 22+100 was cut off due to flooding



Moyo UNRA Station: A section of Adjumani-Mungula-Amuru road (Km 5+400) in good condition after a framework contract



Masaka UNRA Station; Kyogya swamp along Kyabakuza-Kyogya-Mateete-Kaliro (70Km) was raised and culverts installed



Masaka UNRA Station: A well-gravelled section of Villamaria-Kyamulibwa-Kabulasoke (58Km)



Masindi UNRA Station: Masindi - Rwenkunywe (36km) after mechanised maintenance under framework contract



Fort Portal UNRA Station: Sogahe-Kyarusozi Road (20km) received mechanised maintenance in Q1



Key Issues

- i) Obsolete equipment associated with frequent breakdowns and inadequate for the road network affected force account implementation. The UNRA stations do not have excavators for excavating and loading gravel as well as low beds to facilitate the mobilisation of the 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) Late disbursement of Q1 and Q4 funds, which took about 1.5 months into each quarter to reach the implementing agencies, led to implementation delays. The released funds were also inadequate to undertake road works, and as a result, agencies had to accumulate the funds for the first two quarters before they commenced works. *There was a risk of delayed implementation of planned works.*
- iii) The monthly fuel allocation of 10,000 litres to the stations is too inadequate to ensure the execution of maintenance works throughout the month. The proposal is to increase fuel to 15,000 litres per month.
- iv) The approved rates of the local materials, set up over five (5) years ago, are low and are no longer applicable to service providers.
- v) UNRA stations do not have excavators for excavating and loading gravel or low beds to facilitate the mobilisation of the equipment, such as rollers, to the required destinations. *The risk is delayed implementation of works as stations have to share some of this specialised equipment.*
- vi) Delayed payment of contractors' IPCs for framework and periodic maintenance contracts affected the cash flow of contractors and, consequently, the maintenance of national roads- *There is a risk of delayed implementation of planned works as stations resort to attending to emergencies on the contracted roads and crippling the local construction industry.*

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

The District, Urban, and Community Access Roads (DUCAR) are maintained by 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.

In FY 2023/24, parliament appropriated the Works and Transport Rehabilitation Development Grant (Renamed Road Maintenance Grant); additional funding of 1.0 billion to each of the local governments to supplement the URF funding towards the maintenance of the DUCAR network. Local governments used the URF road maintenance guidelines to utilise the 1 billion grant towards maintenance.

For the FY 2023/24, the planned outputs⁴ of the maintenance of the DUCAR under URF were: 24,558km of routine manual maintenance; 8,013km of routine mechanised maintenance; and 1,046km of periodic maintenance. The annual monitoring under the DUCAR in FY 2023/24 covered: six (6) districts including Mityana, Kabarole, Kwanja, Lwengo, Mukono, and Yumbe;

⁴ URF Quarter Four Report FY2023/24

three (3) cities comprising of Arua, Lira, and Soroti; and two (2) municipal councils of Iganga and Kitgum.

The overall physical performance of the DUCAR maintenance within the funds received was good at 73.4%. This was a performance improvement compared to the FY 2022/23, which was 72.3%. The works achieved majorly involved grading and spot gravelling to keep the roads motorable. Additionally, the maintenance grant enabled LGs to undertake periodic maintenance and culvert installation.

The performance was affected by: delays in the downstream disbursement of funds to the agencies; torrential rains experienced in the first half of the FY that disrupted mechanised maintenance. The performance of the maintenance of the DUCAR under the URF funding and the Road Maintenance Grant is summarised in Table 3.13. Details of performance per DUCAR agency monitored are in **Annexes D1 – D22**.

Table 3.13: Summary of the annual Performance of the DUCAR maintenance in FY 2022/23

DUCAR Agency	URF funding		Road Maintenance Grant (MoWT)		% Physical Performance		Remarks
	% of Budget released (Q1-Q4)	% of Budget released (Q1-Q4)	% of Budget released (Q1-Q4)	% of Budget released (Q1-Q4)	URF funding	Road Maintenance Grant (MoWT)	
District Local Governments Road Maintenance							
Mityana	99.4	100.0	100.0	99.1	66.7	83.3	Good Performance
Kabarole	96.5	100.0	100.0	100.0	66.7	58.2	Fair Performance
Kwania	100.0	100.0	100.0	88.0	30.7	60.9	Poor Performance
Lwengo	100.0	100.0	100.0	88.0	100.0	100.0	Very good Performance
Mukono	100.0	100.0	100.0	100.0	75.0	100.0	Good Performance
Yumbe	100.0	100.0	100.0	100.0	100.0	50.0	Good Performance
City Road Maintenance							
Arua City	100.0	96.7	100.0	99.2	60.3	38.4	Poor Performance
Lira City	85.5	100.0	100.0	89.9	93.2	62.5	Good Performance
Soroti City	100.0	100.0	100.0	100.0	95.3	84.9	Very Good Performance
Municipal Council (MC) Road Maintenance							
Iganga MC	100.0	100.0	100.0	89.9	80.5	53.6	Fair Performance
Kitgum MC	100.0	100.0	100.0	100.0	53.6	100.0	Good Performance
Average Performance	98.3	99.7	100.0	95.8	74.7	72.0	Good Performance
Overall performance						73.4	Good Performance

Source: Field Findings and Author's Compilation



Arua City: Excavation for installation of a culvert along Mvara-Ochiba-Dadamu-Ombachi road at km 3+000



Arua City: A section of Mvara-Oduluba Budrabe road at km 4+900 that was damaged by rain



Lira City: A well graded, shaped and graveled section of Temogo road



Lira City: Ongoing works of drainage structure with six 600mm diameter culverts at a bottle neck section along the Kulu Owelo (Ongica) road



Iganga Municipality: A section of Bululo road that underwent periodic maintenance



Iganga Municipality: A well rehabilitated section along Kinyiri road



Kwania District: A well-graded and shaped section of Akot-Abwong road at Km 7+400 with overgrown grass on the roadside



Yumbe district: A well-graded and shaped section of Odravu SS – Yumbe Boma Ground road at Km 12+700 with culverts pending installation



Kabarole District: Kicwamba Kiburara (24.8km) after periodic maintenance in Q3



Kabarole District: Kisongi Munobwa (Munobwa Bridge) was ongoing using the maintenance grant financing



Mityana District: Bambula-Kalyango Road was maintained using funds from the maintenance grant



Mityana District: Magala-Namigavu road (9.8km) received routine mechanized maintenance under the maintenance grant

Key issues under the DUCAR

1. The imbalance of road sector funds away from road maintenance and towards road development has resulted in dwindling indicative planning figures(IPFs) for road maintenance. *This escalates the maintenance backlog on the DUCAR network.*



2. 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.
3. Delayed disbursement of funds to LGs: On average, funds from URF were received by agencies 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.*
4. Lack of reliable and adequate supervision vehicles. *There is a risk of inadequate supervision and management of the road network.*

Rehabilitation of Community Access Roads

The MoWT implements rehabilitation of the Community Access Roads (CARs) through the Community Roads Improvement Project (CRIP), which commenced in FY2020/21. The project will run for five (5) years up to FY2024/25 with a projected total cost of Ug shs 355.46 billion 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.

The annual planned outputs of the Community Roads Improvement Project were: rehabilitation of 360km of interconnectivity roads in 77 districts; 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.

The overall performance of the Rehabilitation of Community Access Roads projects within the funds received was poor at 34.8% and this was mainly attributed to the inadequate funding of the project⁵. A total of 233 km of fully gravelled roads on the CARs network were achieved by the end of the FY, and therefore, slightly improved connectivity within the districts where they were implemented.

Other activities that were undertaken under the CRIP include the procurement and distribution of metallic culverts, gabions, guardrails, geogrids and geotextiles; and the design of CRIP roads.

The implementation of the CRIP faced resistance from some communities regarding the excavation of offshoots and installation of culverts to drain water off the roads into their land/plots.

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 2nd

⁵ Budget for the CRIP was reduced from Ug shs 99.0 billion in FY 2022/23 to Ug shs 51.744 billion in FY2023/24, representing a 47.7% budget reduction.

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 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 1st July 2019 and its completion date was 30th June 2024. The total planned expenditure of the project for the five years was Ug shs 300 billion with an annual release forecast of Ug shs 60 billion per year. In FY 2024/24 the budget for the project was Ug shs 20.119 billion of which Ug shs 15.251 billion (71.3% of the budget) was released and Ug shs 15.230 billion (99.9% of the release) expended by the end of June 2024.

Planned activities in the FY 2023/24 were: the completion to 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 Q4 FY2023/24, the overall performance of the Construction of Bridges on the DUCAR network within the received funds was fair at 65.6%. The achieved milestones include the completion of seven (7) cable bridges. The completed bridges were: Isandalla-Nyamitooma in Kyegegwa district, Kisenyi-Kyangabukama in Kyejonjo district, Katookye in Kabaale district, Tokwe in Bundibugyo district, Nyakafura in Rukiga district, Nyamirima I - Nyamirima II in Rubirizi district, Katehe – Nyakajera in Rubirizi district in Western Uganda.

The performance was greatly affected by insufficient and delayed disbursement of funds (no funds were released in Quarters 1 and 3; and 63.1% of funds were released in June 2024; and flooding of the sites due to abnormal rains that led to the suspension of works on some projects. Consequently, most of the 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**.



Constructed stone masonry steps that will lead to the metallic ladder in an inaccessible hilly rural area in Namagwi in Bulambuli District



The disability and pedestrian-friendly works of Bugibuni - Bunadasa Bridge in Sironko District



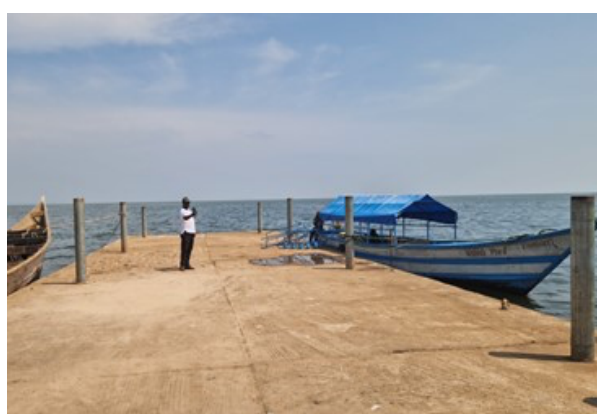
Ongoing swamp raising works for the Osudan - Abarila Swamp Crossing in Katakwi and Amuria districts



Completed installation of Agwa Bailey Bridge decking in Lira District



Construction of Karujumba Bridge in Kasese District



Jetty constructed at Gerenge Landing Site in Wakiso District

Rehabilitation of District Roads

The Rehabilitation of District Roads (RDR) aims to reduce transport costs and improve connectivity in the Local Governments by improving the condition of the DUCAR network. These district roads are in a poor state. Hence, the project seeks to rehabilitate them so they do not continuously deteriorate.

The rehabilitation works are carried out by force account implementation method using five (5) District Road Rehabilitation Units (DRRU) established by the MoWT, namely Central, East, North, West and Jinja. The MoWT provides equipment, labour and Armco culverts while other road construction materials like gravel, sand, cement, aggregates and hardcore are supplied using framework contractors.

The planned activities in FY 2023/24 were: the opening and grading of 380km and gravelling of 290km of roads using force account in 41 districts⁶ across the country; and monitoring and capacity-building support.

⁶ Apac, Arua, Budaka, Buikwe, Bushenyi, Buhweju, Butaleja, Butambala, Butebo, Buyende, Hoima, Ibanda, Isingiro, Kabale, Kaberamaido, Kaliro, Kamuli, Katakwi, Kayunga, Kiboga, Kibuku, Kiruhura, Kisoro, Kyegegwa Luuka, Lyantonde, Masaka, Mayuge, Mbarara, Moroto, Mubende, Nakaseke, Nakasongola, Napak, Nebbi, Oyam, Pallisa, Rakai, Rukungiri, Serere, Tororo



In FY 2023/24, the scope of rehabilitation works for the district roads mainly involved opening and widening, earthworks, heavy grading, gravelling, swamp filling, gabion protection works and construction of culvert end structures on the different roads. Details of performance for the units monitored are presented hereafter.

The overall performance of the rehabilitation of district roads within the received funds was fair at 51.8% by the end of June 2024. In FY 2023/24, 246.04km (64.75%) and 115.24km (39.74%) of district roads were opened and graded and gravelled respectively. However, the scope of the planned activities was not fully achieved as culvert installation, culvert end structures, and gravelling were not done on some roads due to funding shortfalls and late quarterly releases. The performance of the rehabilitation of district roads is summarised in Table 3.14. Details of performance per DRRU in **Annex F1–F2**.

Table 3.14: Performance of Rehabilitation of District Roads per Force Account Unit by 30th June 2024

Force Unit	Account	Annual Budget (Million Ug shs)	% Budget released	% of Release spent	Physical performance Score (%)	Remarks
DRRU - Jinja		2,800	53.7	100	60.0	Fair performance
DRRU - North		4,400	58.00	100	43.63	Poor performance
Overall performance			55.85	100	51.82	Fair performance

Source: Author's Compilation

The rehabilitation of district roads improved the condition of the DUCAR network and thus connectivity within and among districts since some of the planned roads were opened, graded and gravelled. These roads however increase the maintenance burden of the LGs whose budgets are stagnant since they are handed over to the respective districts after completion.

The implementation of the Rehabilitation of the District Roads was however affected by:

- i) Budget cuts in the financial year with zero release in the first and third quarters.
- ii) Late disbursement of funds to the force account implementing units. For example, Q2 and Q4 funds were received in the last weeks of the quarters and thus implementation of FY 2023/24 works was still ongoing in Q1 FY 2024/25 for the Gulu/North DRRU.
- iii) Heavy rains, especially in the first half of the FY, hindered implementation.
- iv) Less equipment than required to operate on different fronts since the units operate in different regions.



DRRU-Jinja: Installed Armco culverts with end structures in a swamp raised section at Km 4+100 along the fully rehabilitated Ndalike-Namwendwa (6.9km) road in Kamuli District



DRRU-Jinja: A well graded, shaped and graveled section at Km 1+300 along the fully rehabilitated Ndalike-Ngandho (2.5km) road in Kamuli District



DRRU-North: A rehabilitated section in good condition at Km 0+000 of Tegot Atoo P/S in Gulu District



DRRU-North A section along the rehabilitated Tegot Atoo P/S road in Gulu District at Km 1+800 with culverts yet to be installed

Sealing of Urban Roads

The sealing of urban roads seeks to achieve the following objectives: create a better working environment by reducing mud and dust in urban areas; reduce vehicle operating costs and transport charges; improve traffic movement and circulation within urban areas; and attract investment in urban areas to boost the economy. The sealing of urban roads is done by the MoWT using both force on account and contracting modes of implementation.

The MoWT planned to construct and rehabilitate a total of 9 km of urban roads in FY2023/24. Planned activities included the completion of the rehabilitation of selected roads in Kira Municipal Council, Wakiso district, and five (5) Town Councils of Kajjansi, Nkokonjeru, Katabi, Bulegeni, and Kyengeru.

The overall performance of the sealing of urban roads within the FY was fair at 49.4%. This was attributed to the inadequate release of funds. The key achievements included completing the completion of Akright Estate roads (4.16km).

The other projects were at different levels of progress: New Shimoni PTC in Kira MC (3.4kms) – 58%; Kiwologoma-Kitukutwe-Kijabijo (4.5km) road – 88% and Bulindo-Nsasa-Namugongo (4.56km) road -78%, in Kira MC; Kafunta – Buwampa road (9.5kms) in Njeru MC - 67%; Blaire Road, Charles Ogwen and Access links, Bakulumpangi roads in Kira MC - totalling 2.185kms – 64,5%; Mother Kevin and Nsuube roads (1.2kms) – 20%; JC Kiwanuka road (1.0kms) – 45.5%; Maya Nature Resort (3.41km) – 56.5%.

The performance was majorly affected by funding shortfalls, inadequate equipment spread thin across numerous sites; weak financial capacity of contractors; and heavy rains that led to the suspension of works on some sites. For the Kafunta – Buwampa road, in particular, there was a delay in compensation of Project Affected Persons (PAPs). Details of the performance of the sealing of urban roads are in **Annex G**.



Tarmacked section of New Shimoni PTC road in Kira Municipality with no pedestrian walkways and street lighting



Construction of the base layer along Bulindo-Nsasa-Namugongo road (4.56km) in Kira Municipality



Kiwologoma-Kitukutwe-Kijabijo Road in Kira Municipality: Six-cell box culvert constructed across Lwajjali Wetland



Completed section of Kiwologoma-Kitukutwe-Kijabijo Road in Kira Municipality

3.4.3 Enforce Loading Limits

The Uganda National Roads Authority (UNRA) is responsible for managing the national paved road network and enforcing loading limits to preserve road infrastructure. Enforcement of loading limits is achieved using 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 performance assessment is based on the percentage reduction of overloaded vehicles weighed.

The UNRA operated eight (8) fixed and six (6) mobile weigh stations during the FY. The target was to reduce the percentage of overloaded vehicles on the paved national roads network to 4%. The weighbridges had an average availability of 96.1% and 81.2% for fixed and mobile stations, respectively. A total number of 1,187,615 vehicles were weighed in the FY, with 42,584 (3.6%) vehicles being overloaded. This was a very good performance since the agency exceeded the annual target. Despite the very good performance, the enforcement still needs to be enhanced to reduce the number of overloaded vehicles to zero.

The UNRA undertook several other weighbridge operation projects to enhance axle load control on the national road network. The performance of the projects was as follows: The construction of high-speed weigh-in-motion (HSWIM) screening lanes and rehabilitation of the Magamaga parking yard was at 89% complete, with the Magamaga yard specifically at 63.2%. The installation of HSWIM systems at Mbarara, Luwero, and Magamaga was at 90%. Other projects such as the construction of the Kamdini weigh station's parking yard and offices were 72.5% complete. Additionally, the procurement of Directorate of Road Infrastructure Protection (DRIP) equipment was ongoing, with some contracts signed, while the intercommunication systems at seven weigh stations and mobile weighbridge spare parts were completed.

3.4.4 Sub-Programme Key Challenges

- i. Less prioritisation of road maintenance and rehabilitation, as well as bridge construction on the DUCAR network, compared to new road development, resulting in a rise in the maintenance backlog.
- ii. Delayed disbursement of funds from URF and 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 FY.
- iii. Inclement weather affected road maintenance across the DUCAR and national road network.
- iv. Insufficient numbers of sound equipment at the UNRA stations, municipalities and cities.

3.4.5 Conclusion

The Transport Asset Management Sub-programme had a good performance. However, annual targets for all the interventions save for enforcement of loading limits were not achieved. The underperformance of these interventions was primarily due to delays in payment, inadequate funding, poor planning, and weather disruptions. These factors delayed project completion, causing significant time overruns and contributing to a growing maintenance backlog. The poor maintenance of transportation infrastructure is likely to affect access to social and economic services because of the poor state of the roads and escalate the future cost of road maintenance.

The performance of enforcement of loading limits was very good, surpassing targets to reduce vehicle overloading, which is critical to prolonging road infrastructure lifespan. However, there is still a need to enhance the enforcement to reduce the number of overloaded vehicles to zero.



3.4.6 Recommendations

- i) The MoWT and MFPED should proportionately prioritize the maintenance and rehabilitation of roads and ensure timely disbursement of force account funds to the implementing agencies.
- ii) The URF and MFPED should ensure timely release of asset management funds to the implementing agencies.
- iii) The MoWT/UNRA should procure road units for municipalities cities and stations without equipment.
- iv) The MoWT should focus on a manageable number of outputs in line with the available resources to avoid excessive time overruns on projects.

3.5 Land Use and Transport Planning Sub-Programme

3.5.1 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 budget for this sub-programme was Ug shs 356.60 billion of which 100% was released and Ug shs 356.06 billion (99.8 of release%) was expended by the end of June 2024.

The sub-programme comprises of 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).

Monitoring focused on the '*acquire infrastructure/utility corridors*' intervention which was the only funded intervention in the FY.

3.5.2 Acquisition of infrastructure/utility corridors

Acquisition of the infrastructure corridors is the process through which MoWT and UNRA acquires land and is able to 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 forms part of the reserve, which is maintained and protected by the entity.

The UNRA planned to acquire a total of 3,116 acres for the Right of Way of road projects. By the end of the FY, a total of 784.621 acres (25.1%) were acquired. Overall, the UNRA had an outstanding balance of Ug shs 601,060,691,483 (37%) as at the end of June 2024 to cover full compensation of the PAPs valued for a total of 24 ongoing projects under the UNRA. Details of the performance of the RoW acquisition for the ongoing projects under UNRA are highlighted in the **Annex H**.

Under the MoWT, acquisition of infrastructure corridors was planned under the following projects: Rehabilitation of the Tororo - Gulu Metre Gauge Railway (MGR); the Standard Gauge Railway (SGR); Kampala - Malaba MGR; and the development of the New Bukasa Port. By the end of the FY2023/24, 222.29 acres (71.2%) were acquired for the SGR corridor against the



planned 312 acres. For the other projects, verification of the PAPs was ongoing and thus the acquisition of the corridors was not achieved.

3.5.3 Sub-programme Challenges

- (i) Exhaustion of the budget resulting into delayed payment of PAPs;
- (ii) Disputes of ownership and contestation of valuations by the PAPs leading to encumbrances in the RoW.

3.5.4 Conclusion

The sub-programme registered a poor performance (24%) on account of inadequate funding/release which affected compensation of the PAPs; and appeals by PAPs arising from contestation of the valuations. Consequently, this affected achievement of targets under the Transport Infrastructure and Services Development; and Transport Asset Management Sub-programmes.

3.6 Transport Regulation Sub-Programme

3.6.1 Introduction

The Transport Regulation subprogram is aimed at strengthening, and harmonizing the policy, legal, regulatory, and institutional framework for infrastructure and services. The intervention 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 the FY2023/24, the sub-programme budget was Ug shs 141.63 billion of which Ug shs 108.82 billion (76.3%) was released and Ug shs 108.23 billion (99.5%) was expended by the end of June 2024.

Overall sub-programme performance

The overall performance of the Transport Regulation sub-programme was fair (63.7%) on account of the fair performance (50%) of the Review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws intervention. Despite this fair performance, there was progress on most of the outputs under the Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional framework intervention which registered a good performance (77.4%). The progress was majorly in areas of compliance



to standards and relevant laws aimed at smooth operation of transport services. Implementation of activities was majorly affected by inadequate funding.

Two (2) interventions for the Transport Regulation sub-programme were reviewed and the findings are presented hereafter.

3.6.2 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 performance of the intervention was fair (50%) as a number of key planned activities were not achieved due to inadequate funding. Key activities not carried out were: The Motor Vehicle Registration replacement with new plates which was supposed to take place in eight regions of the country; the inspection of 1,000 good vehicles; Appraisal of road safety interventions; and development of Inland Water Transport regulations. Despite the short falls, the notable achievements under this intervention were:

- i) *Coordination of the International Civil Aviation Organization (ICAO), African Civil Aviation Commission (AFCAC), East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA) and African Union (AU) air transport programmes:* These were done with several activities undertaken under each organisation/institution like a Universal Safety Oversight Audit Programme (USOAP) and a Corrective Action Plan (CAP) for UCAA.
- ii) *Review and update the Uganda Railways Corporation Legislation: A Feasibility Study* was established and a Cabinet paper prepared for the establishment of a railway training institute.
- iii) *Preparation of the National Rail Transport Policy:* Terms of reference for the development of the Policy were developed.
- iv) *Issuance of 1,000 bus operator licenses:* 1,103 (110%) bus operator licences were issued.
- v) *Issuance of 100 driving school licenses:* 144 (144%) driving schools were licensed.
- vi) *Inspection of 100 driving schools:* 183 (183%) driving schools were inspected.
- vii) *Carry out an appraisal of Road Safety Interventions:* Consultations were carried out on the concept for the Road Safety Project and a Draft Concept document was updated for the road safety project.
- viii) *Conduct four (4) key stakeholder engagements for the Motor Vehicle registration exercise:* conducted: All the four were conducted.

3.6.3 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 for purposes of reducing the fatalities and casualty per mode of transport. Additionally, compliance to the regulatory requirements are necessary to ensure maintenance of standards of operation for air and water transport. The performance of the intervention was good (77.4%) as at the end of the FY.

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

Road Transport

- i) *Issuance of driving permits:* 315,534 (98.6%) driving licenses were issued against a planned of 320,000.
- ii) *Road safety campaigns and inspections:* The MoWT carried out five (41.67%) out of 12 road safety campaigns and undertake seven (58.3%) out of 12 detailed road crash investigations.
- iii) *Issuance of Commercial Vehicle licenses:* A total of 28,557 (81.65%) vehicles against an annual target of 35,000 were issued with commercial licenses. The low performance was attributed to non-compliance by the transport operators.
- iv) *Licensing of driving schools:* 114 (180%) out of the annual target of 80 schools were issued with licenses.
- v) *Streamlining the implementation of management and administration of motor vehicle registration:* 47% (62.67%) of this was achieved out of the annual target of 75%.
- vi) *Develop a regulatory framework for vehicles, plant and machinery management in the country:* Drafting of the principles for the plant, machinery and vehicles regulatory framework were developed.

Air Transport

- i) *Conduct four (4) public transport monitoring operation and public hearings:* The final draft policy was submitted to Policy and Planning to present it to the Programme Working Group (PWG).
- ii) *Coordinate two (2) National Air Transport Facilitation Programmes:* Two (2) National Air Transport Facilitation Committee meeting were held at EIA.
- iii) *Coordinate two (2) EAC Air Transport Facilitation Programmes:* This was not achieved.
- iv) *Carry out 12 inspections of Up-Country aerodromes:* Four (4) Up country aerodromes were inspected for compliance with ICAO standards and recommended practices in Western and Southern regions.
- v) *Review of four (4) Bilateral Aviation Safety Agreements (BASAs):* Seven (7) BASAs were reviewed.
- vi) *Carry out four (4) air transport safety oversight activities:* Three (3) MoUs on aircraft accident and incident investigation cooperation were drafted; and two (2) oversight trainings on the new UCAA safety and security regulations were carried out in Jinja and Soroti.
- vii) *Conduct four (4) inspections of the Entebbe International Airport (EIA):* Two (2) inspections of the EIA were conducted for conformity with ICAO Annexes 9 (Facilitation of passengers and cargo) and 17(Security) conducted.
- viii) *Develop the National Civil Aviation Policy:* The final draft policy was submitted to Policy and Planning to present it to the Programme Working Group (PWG).



Water Transport

- i) *Payment of the annual subscription to the International Maritime Organisation:* The subscription was paid as released.
- ii) *Issuance of 25 Inland Water Transport (IWT) Licences:* Ten (40%) IWTs were issued.
- iii) *Conduct out two (2) IWT safety awareness campaigns:* One (50%) safety complain was done.
- iv) *Sign a contract for the two (2) waste oil reception facilities and commence development:* This was not achieved as the designs for the two (2) waste oil reception facilities were completed.
- v) *Carry out 100% investigations for all reported accidents in inland water transport:* 100% investigations done for all reported accidents.
- vi) *Inspect 16 landing sites for compliance to Inland Water Transport laws, SOLAS, MARPOL, and ISPS Code:* 16 land sites were inspected.
- vii) *Conduct 100% inspection and monitoring of all conventional ships under construction:* 100% inspection and monitoring of all conventional ships under construction at Mahathi and Seco Marine Shipyard.
- viii) *Inspection of two (2) ports and two (2) shipyards for compliance to Inland Water Transport Laws and IMO Conventions:* One (1) port and two (2) shipyards were inspected for compliance.
- ix) *Prepare an oil spill containment plan:* The plan was prepared.

Rail Transport

- i) *Prepare a National Rail Transport Policy:* The terms of reference for the development of the policy were developed.
- ii) *Carry out four (4) rail safety inspections:* Two (2) rail safety inspections were carried out.
- iii) *Monitor and coordinate four (4) rail transport regulation programs:* Two (2) rail transport regulation programs were coordinated and monitored.

CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall performance of the Integrated Transport Infrastructure Services (ITIS) programme was fair at 50.6. Therefore, the programme to a greater extent did not achieve the planned outputs in most of the sub-programmes during the FY. This performance was majorly attributed to the exhaustion of the budget for the Land Use and Transport Planning sub-programme which affected the acquisition of the Right of Way for development projects. Consequently, this affected achievement of targets under the Transport Infrastructure and Services Development; and Transport Asset Management Sub-programmes. There was over commitment of the implementing agencies compared to the available financing leading to accumulation of arrears.

Under the *Transport Infrastructure and Services Development sub-programme*, which aims to increase transport interconnectivity, promote interregional trade, reduce poverty, and optimize transport infrastructure and services investment across all modes, the performance was fair (60.7%). Therefore, the sub-programme did not fully achieve the FY's intended targets due to delays in acquiring the Right of Way for the development projects and delayed payment of service providers (contractors and supervising consultants).

The '*construct and upgrade climate proof strategic transport*' intervention performance was fair at 65.6%. This performance was on account of the very good performance of the development of Kabaale International Airport; the good performance of the rehabilitation of Tororo – Gulu Railway Line; the fair performance of the upgrading of strategic roads from gravel to bituminous standard; and the poor performance of the New Kampala Port at Bukasa. Despite the fair performance under this intervention, 66km were paved, thus increasing the total national paved network to 6,199km.

Good performance was exhibited on the emergency reconstruction of Saka Swamp Crossing under the Design and Build Scheme and upgrading of selected town roads (7.5 Km) in Pallisa and Kumi (12.2 Km). On the other hand, upgrading projects such as Muyembe – Nakapiripirit (92km); Najjanakumbi – Busabala Road (11km), Munyonyo Spur Interchange and Service Roads (17km); Atiak – Laropi (66km); Rwenkunya- Apac (100.1km), Apac – Lira - Puranga (90.9km), Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km), and Kira-Matugga road plus improvement of 5 No. junctions (21kms) had a significant lag of over 25% vis-à-vis the planned progress.

The intervention 'implement an integrated multi-modal transportation hub (air, rail, road and water)' registered a fair performance at 66.66%. This performance was on account of the very good performance of the undertake feasibility studies and generate detailed designs for the national road network; the fair performance of improvement of ferry services and construction of landing sites/jetties; and the poor performance of the upgrade road network for connectivity in the Greater Kampala Metropolitan Area (GKMA) outputs. The achievement of the intervention's FY targets was affected by the delayed procurements and weak capacity of the contractors.

The '*increase capacity of existing transport infrastructure and services*' intervention had fair performance due to budget cuts. Several roads (70%) were improved, road units were procured or rehabilitated (83%), locomotives were procured (100%) and upcountry aerodromes were maintained. However, no planned ferries or aircraft were procured in the FY.



Through the application of the reservation schemes aimed at *strengthening the capacity of the local construction industry* intervention, the performance was poor at 42.7%. This was attributed to the local contractors' low technical and financial capacity. The UNRA achieved a fair performance of 69.3%, while the MoWT registered a poor performance (33.8%).

Under the *Transport Asset Management Sub-programme* whose main aim is to prioritize transport assets management so as to increase their life span; the performance was good (77.6%). The *Rehabilitate and Maintain Transport Infrastructure* intervention performed fairly while that of *'Enforcing Loading Limits'* was very good.

The successful reduction in vehicle overloading to 3.6%, far exceeding the target of 5%, highlights the positive impact of the enforcement of loading limits on road durability. Maintenance efforts on the National and District Urban and Community Access Roads (DUCAR) network also had a good performance, contributing to improved connectivity and infrastructure sustainability.

The rehabilitation of the National paved network under UNRA performed poorly (39.7%). A total of 97.8km of national highways were rehabilitated against an annual target of 163km. The main challenge to the rehabilitation of the national road was the delayed payment of Contractors' IPCs which resulted in the suspension of two projects.

The rehabilitation of district roads by MoWT performed fairly (51.8%), while the Community Roads Improvement Project (CRIP) performed poorly (34.8%). The MoWT's urban road sealing performed poorly, with a 49.4% performance. The underperformance of these outputs was attributed to insufficient disbursements, and as a result, the MoWT did not complete the intended work on time.

Construction of bridges on the DUCAR network by the MoWT performed fairly at 65.6%. Seven (7) cable bridges in the hard-to-reach areas were substantially completed, while other bridges were ongoing. The completed bridges include Isandalla-Nyamitooma (Kyegegwa District), Kisenyi-Kyangabukama (Kyenjojo District), Katookye (Kabale District), Tokwe (Bundibugyo District), Nyakafura (Rukiga District), Nyamirima I - Nyamirima II, and Katehe-Nyakajera (both in Rubirizi District). The performance was greatly affected by insufficient and delayed disbursement of funds.

In general, the implementation of the Transport Asset Management sub-programme was hampered by persistent issues, including poor planning, delayed fund disbursement, budget shortfalls, and inadequate maintenance equipment. Addressing these challenges is essential to ensure the long-term success and sustainability of Uganda's transport assets.

The *Land Use and Transport Planning sub-programme* registered a poor performance (24%) on account of exhaustion of the budget which affected the acquisition of infrastructure corridors or the RoW. Consequently, this affected achievement of targets under the Transport Infrastructure and Services Development; and Transport Asset Management Sub-programmes.

The performance of the *Transport Regulation sub-programme* was fair (63.7%) despite the good financial release. The *review, update and develop transport infrastructure and services policies, plans, regulations and standards and laws* intervention performed fairly (50%) while the *enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks* intervention performed well (77.4%).

There was progress majorly registered in the areas of compliance to standards and the relevant laws aimed at smooth operation of transport services. However, implementation of activities was majorly affected by inadequate funding. Notably, the Motor Vehicle Registration replacement with new plates which was supposed to take place in eight regions of the country; the inspection of 1,000 good vehicles; appraisal of road safety interventions; and development of Inland Water Transport regulations, were some of the major activities not achieved.

Overall challenges

1. The **programme implementing agencies overcommit** to implement projects compared to the available funds. As a result, there is accumulation of debt and arrears due to delays in payment of service providers and compensation of project affected persons.
2. **Delayed access to project corridors or right of way** on upgrading projects on the national road network majorly due to relocation of utilities, exhaustion of the compensation budget and grievances from the PAPs.
3. **Budget suppression** which mainly affected the achievement of planned outputs, especially under the sub-programme activities implemented by the MoWT and the UNRA.
4. **Inadequate staffing at the LGs for key positions** such as District Engineer and Equipment Operators compromises the achievement of planned outputs. This is majorly due to the low wage bill provisions.
5. **Low investment in the water and railway transportation modes** having a drawdown effect towards the development of a seamless multimodal public transportation system.

4.1 Recommendations

1. The UNRA and MoWT should prioritize the payment of debt and acquisition of right of way for ongoing projects and stay entry of new projects in the Public Investment Plan and budget until fiscal space is realized within the programme budget ceiling.
2. The UNRA should fast track land acquisition with at least 50% of the RoW availed before commencement of the project works and ensure it is finalised within six (6) months after commencement for future projects.
3. The MoWT/Programme Working Group (PWG) should prioritize investments to the water transport and fast-track the implementation of the railway sub-sector projects including construction of the Standard Gauge Railway and rehabilitation of meter gauge line. Both local and foreign investors should be targeted.



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5. KCCA, Quarter 4 Vote Performance Report, FY 2023/24
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10. MoWT Q4 Vote Performance Report, FY 2023/24
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13. NDP III Integrated Transport Infrastructure and Services Programme Implementation Action Plan (FY 2020/21 – 2024/25)
14. UNRA Annual Performance Report, FY 2023/24
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16. UNRA Monthly Progress Report for the Rehabilitation Projects, June 2024
17. UNRA Monthly Progress Reports for Upgrading Projects, June 2024
18. UNRA Projects Status Report for June 2024
19. UNRA Stations Q1-Q4 performance reports to URF, FY 2023/24
20. URF Q4 Performance Report, FY 2023/24
21. Works and Transport Sector Ministerial Budget Policy Statement, FY 2023/24 (Vote:016, Vote: 113, Vote: 118)



ANNEXES

Annex A: Scope for the Annual Monitoring of 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	Muyembe – Nakapiripirit (92km), Najjanakumbi – Busabala Road (11km), Munyonyo Spur Interchange and Service Roads (17km), Atiak – Laropi (66km), Rwenkuny- Apac (100.1km), Apac – Lira - Puranga (90.9km) Moroto-Lokitanyala Road (42km) Tororo-Busia Road (26Km) and Mayuge and Busia Town Roads (18Km) Kapchorwa-Suam (73km), Emergency Reconstruction of Saka Swamp Crossing under Design and Build Scheme, Selected Town Roads (7.5 Km) In Pallisa and Kumi (12.2 Km), Rukungiri-Kihihi-Ishasha/Kanungu (78.5 km), Kawuku-Bwerenga Road (6.6km) and Namugonde-Bugiri (Fuel Tank Reservoir 1.6km), Busega - Mpigi Expressway (23.7Km), Kampala Flyover, Kira-Matugga road and improvement of 5 No. junctions (21kms), Masindi-Biiso, Hohwa-Nyairongo-Kyarusheesha-Butoole, And Kabaale-Kiziranfumbi Roads (97km)	UNRA
		Development of new Kampala Port in Bukasa	Bukasa Port	MoWT
		Construct Kabaale International Airport	Kabaale International Airport	MoWT
		Rehabilitate Tororo – Gulu Meter Gauge Railway line	Tororo – Gulu Meter Gauge Railway	MoWT
	Implement an integrated multi-modal	Ferry services; Maintenance of	Ferries: Buyende-Kagwara-Kaberaimaido (BKK); Bugala-Bubembe-Bunyama (BBB); Lake Bunyonyi; and Amuru Rhino	UNRA



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing agency
	transportation hub.	upcountry aerodromes; Feasibility studies and designs; upgrading of roads network for connectivity in GKMA	Camp Landing Sites/Jetties: Wanseko, BKK, BBB, Sigulu, Amuru Rhino Camp.	
			Gerenge Landing site	MoWT
			Undertake feasibility studies and generate detailed designs for the national road network.	UNRA
			Upgrade the road network for connectivity in the Greater Kampala Metropolitan Area (GKMA)	KCCA
	Strengthen local construction capacity.	Award 30% of the contract's value of works to local firms	UNRA	UNRA
		Value of construction works carried out by local contractors (% allocation for road works)- MoWT	UNRA	UNRA
		Number of local contractors classified	MoWT	MoWT
		Operators Trained-MoWT	MoWT	MoWT
	Increase Capacity of Existing Transport Infrastructure and Services	ferries added to the network; roads improved; road units added or rehabilitated; No. of road junctions improved; % civil works for the EACAA infrastructure; Maintenance of upcountry Aerodromes; procurement of aircrafts and coaches/locomotives; availability for ministry	MoWT	MoWT



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing agency
		vehicles and VVIP Protocol fleet attained % average availability for district and zonal equipment attained		
Transport Asset Management	Rehabilitate and Maintain Transport Infrastructure	National Roads Rehabilitation of the Paved Network	Alwii–Nebbi (33Kms); Kampala–Jinja (72kms); Tororo-Mbale-Soroti-Lira-Kamdini (340kms); Olwiyo – Pakwach Road (62.5km); Mityana-Mubende (86km) and Upgrading of Mityana Town Roads (14km)	UNRA
		Construction of bridges on the National Roads network	Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp); 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; Lot 2 – Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu – Lwakhakha Road and Rubongi Bridge on Tororo – Nagongera Road in Eastern Uganda; Apaa Bridge on Amuru-Omee-Rhino Camp Road; Jure Bridge on Atiak-Adjumani-Moyo-Yumbe-Manibe Road & Amou Bridge on Laropi-Palorinya-Obongi Road, in (Moyo DLG); Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa Bridges along Bukuku – Rubona Road	UNRA
		Maintenance of the Paved and Unpaved National Roads network	Fort Portal, Kabale, Lira, Masaka, Masindi, Mbale, and Moyo	UNRA/URF
		Maintenance of District, Urban and Community Access Roads network	Districts: Mityana, Kabarole, Kwanja, Lwengo, Mukono, and Yumbe. Cities: Arua, Lira, and Soroti; Municipal Councils: Iganga and Kitgum	LGs/URF
		Rehabilitation of Community Access Roads	-	MoWT



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing agency
		Construction of bridges on DUCAR network	Embarkment Protection of Nyamugasani River (Kasese), Karujumba (Kasese), Karujumba Bridge (Kasese); Namagwi metallic ladder in Bulambuli district; Bugibuni - Bunadasa Bridge; Osudan - Abarila Swamp Crossing (Katakwi); Agwa Bailey bridge (Lira)	MoWT
		Rehabilitation of District Roads	DRRU- North and Jinja	MoWT
		Sealing of Urban Road	New Shimoni PTC Road (Kira MC); Kiwologoma-Kitukutwe-Kijabijo (4.5km) road; and Bulindo-Nsasa-Namugongo (4.56km) road	MoWT
	Enforce Loading Limits	Weighting vehicles and charging fines on overload	Ni.ne Weigh Satations(Magamaga, Mbale, Mbarara, Mubende, Elegu, Busitema, Luweero, Lukaya and Malaba).	UNRA
Land Use and Transport Planning	Acquisition of infrastructure/ utility corridors	Acquire the RoW for projects	Upgrading projects, Bukasa Port, and Tororo – Gulu railway	UNRA/MoWT
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	Streamlining Management of Motor Vehicle Registration, Uganda Driving License System	MoWT

Source: Author's Compilation



Annex B1: Performance of the National Roads Rehabilitation of the Paved Network by 30th June 2024

Road Project	Annual Target progress (%)	Cum. Achieved Progress(%)	Score (%)	Remarks
Alwii-Nebbi (33km)	32.17	25.12	78.09	The performance was good. The cumulative performance of physical progress was 53.48% against a target of 60.53%. The project was behind schedule, mainly due to poor cash flow caused by delayed payment of IPCs and the delayed issuance of instructions to the contractor. The financial progress was at 62.08% against a plan of 65.22%. The contractor had received a total of Ug shs 20.1 billion (80.2%) out of the Ug shs 25.0 billion.
Olwiyo – Pakwach Road (62.5km)	54.19	21.83	40.28	The performance was poor. The cumulative performance of physical progress was 28.34% against a target of 60.7%. The project was behind schedule. This was mainly attributed to the delayed mobilisation of key staff and the engineer's laboratory. The financial progress was at 39.94% against a plan of 65.50%. The contractor had received a total of Ug shs 76.9 billion (94.6%) out of the Ug shs 84.3 billion.
North Eastern Road Corridor Asset Management Project (NERAMP)- Tororo-Mbale-Soroti-Lira-Kamdini Road (340km)	76.66	21.705	28.31	The performance was poor. The contract covers the rehabilitation and improvement works on the road from Tororo to Kamdini. The contract duration is 8½ years, from 13 th August 2018 to 12 th February 2027. Lot 1(Tororo – Mbale – Soroti, 150.8 km): For the full reconstruction of the 27km, service duct installation was completed while access culvert installation was ongoing. The works were affected by the delayed mobilisation of key staff and the engineer's laboratory. Lot 2: (Soroti – Dokolo – Lira - Kamdini road, 189.4Km): Construction of pavement layers was ongoing at different stages on 66.5 km on Lot 2A, and improvement works on Lot 2B were also in progress, although the work was behind schedule by 25.8%. The contractor also executed routine maintenance on both lots of the entire road to keep it in a fair state.
Mityana-Mubende (86km) and Upgrading of Mityana Town	71.79	8.68	12.09	The cumulative physical progress of works achieved was 27.77% against a plan of 90.88%. This was a slippage of 63.11% at a time progress of 87.20%. The project has encountered numerous



Road Project	Annual Target progress (%)	Cum. Achieved Progress(%)	Score (%)	Remarks
Roads (14km)				delays, the most significant of which is the delayed payment of the contractor and the consultant beyond the prescribed 56-day period. Due to outstanding IPCs totalling Ug shs 42 billion, the contractor suspended the Works twice during the financial year due, as summarised below: The complete contract spanning from 21st July 2023 to 2nd November 2023 The Town Roads project (14km) on 4th March 2024, continuing to the present date. The Main Road project from 16th May 2024, also ongoing to the present date. The aforementioned suspensions have led to a 36.5% shortfall in physical progress. As a result, Contractor Claims will be submitted for time extensions and costs related to the idle resources.
Performance Rating			39.7	Poor Performance

Source: UNRA Rehabilitation Projects Monthly Progress reports of June 2023 and June 2024, and Authors' Compilation

UNRA Bridges

Annex B2: Performance of Construction of Bridges on the National Road Network by 30th June 2024

Bridge Project	Target Progress (Q1-Q2) (%)	Achieved Progress (%)	Score (%)	Remark
Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp)	19.60	0.00	0.00	No progress was 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. While for Aca, main box culvert structures were complete and swamp filling had commenced, however, works had 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 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.
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 works was completion of approach roads. The financial progress was at 59.97%. A total of Ug shs 3.606 billion (27.2%) was paid out of the Ug shs 13.256 billion.
Apaa Bridge on Amuru-Omee-Rhino 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 0.350 billion (9.2%) was paid out of the Ug shs 3.824 billion.
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 12.998 billion (79.5%) was paid out of the Ug shs 16.353 billion.
Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa Bridges along Bukuku – Rubona Road	33.3	20.2	60.54	The cumulative physical progress was 21.4% against a target of 21.9%. The progress of the individual bridges was Dunga - 4.9%, Mahoma - 5.5%, Mpanga – 5.8% Nabuswa (Nyabuswa) – 5.4%, and Perepa -0%. The financial progress of the project was 40.5% against a plan of 42.8. The project time elapsed was 66.6%.
Performance Rating			42.23	Poor Performance

Source: UNRA Bridge Projects Monthly Progress reports of June 2023 and June 2024, and Authors' Compilation



UNRA Stations

Annex C: Performance National Roads Maintenance at Each UNRA Station Monitored

a) Fort Portal UNRA Station

Annex C1: Performance of Force Account at Fort Portal UNRA Station by 30th June 2024

Activity	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (paved)	356.5	291.0	81.6	The delay in payments of LBCs affected their morale and performance.
Routine Manual Maintenance (unpaved)	611.5	527.4	86.3	
Routine Mechanized Maintenance (paved)	68.0	55.0	82.9	Performance was affected by the delayed release of funds
Routine Mechanized Maintenance (unpaved)	192.0	150.0	79.1	The delayed release of funds and the insufficient fuel allocation to the station had an impact on performance, resulting in a halt of work.
Periodic Mechanised Maintenance (paved)	0.5	0.5	100.0	This was achieved using a supplementary funding to maintain a section of Mityana – Mubende road
Overall Performance			86.0	Good performance

Source: Fort Portal UNRA Station and Author's Compilation

Annex C2: Performance of Contracts at Fort Portal UNRA Station by 30th June 2024

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework Contract for mechanised maintenance of Ntandi-Kikyo (22km) and Fort Portal – Bundibugyo (emergency 0.1km) (Call Off Order No.1)	100.0	100.0	100.0	Contractor: AZU PROPERTIES Ltd Contract sum: Ug Shs 1,532,842,389 Commencement date: 19th April 2023 Completion date: 18th October 2023 The scope of work was grading and spot gravelling of the road. The contract was substantially completed and the DLP ended. However, the road was later greatly damaged by the rains.
Framework Contract for mechanised maintenance of Ntandi-Kikyo (19.9km) and Bubandi Butama Health Centre (4.8) (Call Off Order No.2)	100.0	97.0	97.0	Contractor: AZU PROPERTIES Ltd Contract sum: Ug Shs 945,570,821 Commencement date: 8th November 2023 Completion date: 7th July 2024 The scope of work was spot gravelling of sections that were omitted in call-off order 1. The contract was substantially completed and DLP was ongoing.



Framework Contract for mechanised maintenance of Lot 02 for Roads under Fort Portal Station: Kamwenge-Dura-Rwimi (Call Off Order No.3)	92.0	98.0	100.0	Contractor: AZU PROPERTIES Ltd Contract sum: Ug Shs 2,085,248,004 Commencement date: 18th December 2023 Completion date: 17th August 2024 The scope of work was full-length grading, spot gravelling, and drainage improvement.
Framework Contract for mechanised maintenance of Karugutu – Ntoroko (51km) (Call Off Order No.1)	100.0	100.0	100.0	Contractor: RODO CONTRACTORS Ltd Contract sum: Ug Shs 1,466,313,438 Commencement date: 6th April 2023 Completion date: 5th October 2024 The scope of work was full-length heavy grading, spot gravelling 23km, and installation of culverts. The contract was substantially completed and DLP was ongoing. Nevertheless, a portion of the road was not gravelled due to the fact that the gravel sources are located within the national park. Permission to utilize these gravel sources has not yet been granted by UWA.
Framework Contract for mechanised maintenance of Kahunge-Bisozi-Bwizi-Kihuura (67km) (Call Off Order No.2)	100.0	99.0	99.0	Contractor: RODO CONTRACTORS Ltd Contract sum: Ug Shs 3,510,711,591 Commencement date: 19th June 2023 Completion date: 18th March 2024 The scope of work was full-length grading, full gravelling, and drainage improvement. The project was substantially completed.
Framework Contract for mechanised maintenance of Fort Portal-Kijura-Kabende bridge (41km) (Call Off Order No.3)	80.0	50.0	62.5	Contractor: RODO CONTRACTORS Ltd Contract sum: Ug Shs 2,000,236,319 Commencement date: 22nd October 2023 Completion date: 29th August 2024 The scope of work was full-length grading, spot gravelling, and drainage improvement.
Framework Contract for mechanised maintenance of Mpara-Kazinga-Bwizi (38km) (Call Off Order No.4)	83.0	85.0	100.0	Contractor: RODO CONTRACTORS Ltd Contract sum: Ug Shs. 1,394,617,135 Commencement date: 18th December 2023 Completion date: 17th August 2024 The scope of work was full-length heavy grading, spot gravelling, and culvert installation.
Overall Performance			94.1	Very good performance

Source: Fort Portal UNRA Station and Author's Compilation



b) Kabale UNRA Station

Annex C3: Performance of Force Account at Kabale UNRA Station by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance (paved)	317.0	237.8	75.0	The annual target was not achieved due delayed release of funds
Routine Manual Maintenance (unpaved)	875.0	586.3	67.0	
Routine Mechanized Maintenance (paved)	178.8	178.8	100.0	The annual target was achieved. Performance was affected by delayed release of funds.
Routine Mechanized Maintenance (unpaved)	294.8	294.8	100.0	
Overall Performance			85.5	Good performance

Source: Kabale UNRA Station and Author's Compilation

Annex C4: Performance of Contracts at Kabale UNRA Station by 30th June 2024

Contract Name	Annual Target	Cum. Achieved (%)	Score (%)	Remark
Emergency repair works at Km 16+000-16+200 along Kabale Kisoro road	75.0	75.0	100.0	Contractor: Greystone Investments Ltd Contract sum: Ug Shs 3,732,071,009 Commencement date: 16th October 2023 Initial completion date: 15th February 2024. Revised completion date: 24th April 2024. The cumulative physical progress was at 180.0% by 30th June 2024.
Mechanized Maintenance of Selected Unpaved National Roads Under Framework Contract for Kanyantoro Butogota Buhoma (31.4Km) and Hamurwa Kerere Kanungu (47Km)	99.9	99.0	100.0	Contractor: Nippon Parts (U) Ltd. Contract sum: Ug Shs 1,999,894,208 Commencement date: 20th December 2023 Completion date: 19th June 2024 Contract was at substantial completion and DLP commenced
Mechanized Maintenance of Unpaved Roads for UNRA Stations Under Frame Work Contract for Nyabwishenya-Rubuguri-Katojo (27.5Km)	55.0	35.0	63.6	Contractor: Networkworld Uganda Limited Contract sum: Ug Shs 1,999,980,183 Commencement date: 20th December 2023 Completion date: 19th June 2024. Grading of 27.5Km and culvert installation works of 84m complete. Contractor was mobilising to start gravel works. The contract was behind schedule.
Mechanized Maintenance of Unpaved Roads for UNRA Stations Under Frame Work Contract for Katuna Rubaya Muko (67 Km)	20.0	40.0	100.0	Contractor: Networkworld Uganda Limited Contract sum: Ug Shs 2,434,460,360 Commencement date: 26th February 2024 Completion date: 25th October 2024 Grading of 27.5Km and culvert installation works of 84m was complete.



Mechanized Maintenance of Unpaved Roads for UNRA Stations Under Frame Work Contract for Natete Busanza Mpaka (18.2Km) and Kisoro Nyabwishenya Nteko (45Km)	100.0	80.0	80.0	Contractor: Techno Buha Limited Contract sum: Ug Shs 3,500,006,975 Commencement date: 27th December 2023 Completion date: 26th June 2024
Mechanized Maintenance of Unpaved Roads for UNRA Stations Under Frame Work Contract for Muhanga Kisiizi Kebisoni (31.4Km) and Rwashamaire Rwahi(38.2Km)	40.0	30.0	75.0	Contractor: Greystone Investments Ltd Contract sum: Ug Shs 1,999,994,685 Commencement date: 5th January 2024 Completion date: 4th June 2024. Grading works of 38km on Rwashamaire – Rwahi were complete. Contractor was mobilising to start culvert installation works
Mechanized Maintenance of Unpaved Roads for UNRA Stations under Frame Work Contract for Muhanga Kisiizi Kebisoni (61.5Km) and Rwentobo Ngoma Kizinga (18.2Km)	100.0	80.0	80.0	Contractor: Greystone Investments Ltd Contract sum: Ug Shs 2,999,946,987 Commencement date: 4th October 2023 Completion date: 3rd May 2024. Gravelling works on Rwentobo Ngoma Kizinga and Muhanga-Kisiizi-Kebisoni were completed.
Overall Performance			85.4	Good performance

Source: Kabale UNRA Station and Author's Compilation

c) Lira UNRA Station

Annex C5: Performance of Force Account at Lira UNRA Station by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance (paved)	59.6	59.6	100.000	Very Good Performance
Routine Manual Maintenance (unpaved)	711.5	709.1	99.656	
Routine Mechanised Maintenance (paved)	42.6	28.7	67.371	Fair performance due to breakdown of critical equipment
Routine Mechanised Maintenance (unpaved)	585.0	429.1	73.350	Breakdown of critical equipment and irregular releases affected the achievement of targets.
Overall Performance Rating			85.1	Good Performance

Source: Lira UNRA Station and Author's Compilation


Annex C6: Performance of Contracts at Lira UNRA Station by 30th June 2024

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Mechanized Maintenance under Framework Phase 2 Contract of Agwata – Aduku Road (29.4km)- Call Order 001	100	96	96.00	Contractor: M/s Delaru Enterprises Ltd Contract sum: Ug Shs 999,998,312 Commencement date: 15 th March 2023 Completion date: 16 th September 2023. Grading and drainage improvement works were substantially complete.
Mechanized Maintenance under Framework Phase 2 Contract of Agwata – Aduku Road (29.4km)- Call Order 002	67	30	44.78	Contractor: M/s Delaru Enterprises Ltd Contract sum: Ug Shs 703,010,816 Commencement date: 16 th February 2024 Completion date: 17 th August 2024. Spot gravelling and additional drainage improvement works were still ongoing although the works were behind schedule.
Mechanized Maintenance under Framework Contract Phase III of Aloï – Adwari Road (20km)-Call off Order No.1	100	98	98.00	Contractor: M/s Tic Lokere Enterprises Ltd Contract sum: Ug Shs 800,038,289 Commencement date: 19 th February 2023 Completion date: 20 th November 2023. The works were complete and under the DLP.
Mechanized Maintenance under Framework Contract Phase III Lot18 of Ocheri-Namasale (54km)	67	75	100.00	Contractor: M/s Shajapa Technical Works Ltd Contract sum: Ug Shs 1,166,831,908 Commencement date: 16 th February 2024 Completion date: 17 th August 2024. The works were ongoing and were ahead of schedule.
Mechanized Maintenance under Framework Contract Phase III Lot 18: Akia-Aloï Road (23.7km).	17	0	0.00	Contractor: M/s Tic Lokere Enterprises Ltd Contract sum: Ug Shs 930,504,045 Commencement date: 4 th March 2024 Completion date: 3 rd September 2024. No progress was registered as the contractor was still mobilizing resources to start the physical works.
Overall Performance			67.8	Fair Performance

Source: Lira UNRA Station and Author's Compilation

**Masaka UNRA Station****Annex C7: Performance of Force Account at Masaka UNRA Station by 30th June 2024**

Activity	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (paved)	341.5	296.7	86.9	LBC payments were delayed, which had an impact on their performance. Furthermore, the prescribed payment for LBC is low, affecting their morale.
Routine Manual Maintenance (unpaved)	752.8	603.1	80.1	
Routine Mechanized Maintenance (paved)	22.0	67.0	92.6	The station received a supplementary funding to maintain Kyotera – Mutukula road. Performance was very good
Routine Mechanized Maintenance (unpaved)	160.0	103.8	88.0	The performance was affected by delayed release of funds
Overall Performance			86.9	Good performance

Source: Masaka UNRA Station and Author's Compilation

Annex C8: Performance of Contracts at Masaka UNRA Station by 30th June 2024

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework Contract for mechanized maintenance of Kyapa – Kasensero road (41Km), Call Off Order 03	100.0	100.0	100.0	Contractor: JV Coronation Developers (U) Ltd and Romax Holdings Ltd Contract sum: Ug Shs 2,081,200,000 Commencement date: 4th December 2023 Completion date: 3rd June 2023 The scope of work was heavy grading and spot gravelling, river training of 8km and drainage improvement. The contract was substantially completed and is under DLP.
Framework Contract for mechanised maintenance of Kyabakuza – Matete – Kaliro road - Kyojja Swamp, Call Off Order 04	100.0	99.0	99.0	Contractor: AZU PROPERTIES Ltd Contract sum: Ug Shs 2,693,688,960 Commencement date: 23rd November 2023 Completion date: 26th June 2024 The scope of work was swamp raising of 2.5km, widening, drainage improvement and river training 1. The contract was substantially completed and DLP was ongoing.
Framework Contract for mechanised maintenance of Mbirizi - Matete - Sembabule 36km, Call	66.7	20.0	30.0	Contractor: M/s. Impulse Solutions Ltd Contract sum: Ug Shs 1,986,049,457 Commencement date: 26th January 2024 Completion date: 29th September 2024



Off 02				The scope of work was full-length grading, spot gravelling, and drainage improvement. The project stalled due the weak financial capacity of the contractor
Framework Contract for mechanised maintenance of Lukaya – Miwuula – Kagologolo road (64Km), Call Off 02	100.0	97.0	97.0	Contractor: M/s. Rukooge Enterprises (U) Ltd Contract sum: Ug Shs. 1,982,636,000 Commencement date: 22nd May 2023 Completion date: 21st January 2024 The scope of work was full-length heavy grading, spot gravelling, and installation of culverts. The contract was substantially completed and DLP was ongoing.
Framework Contract for mechanised maintenance of Lukaya - Miwula - Kagologolo road (64Km) Call Off 03	75.0	88.0	100.0	Contractor: M/s. Rukooge Enterprises (U) Ltd Contract sum: Ug Shs 1,995,498,000 Commencement date: 22nd January 2024 Completion date: 21st September 2024 The scope of work was full-length grading, full gravelling, and drainage improvement.
Overall Performance			85.0	Good performance

Source: Masaka UNRA Station and Author's Compilation

d) Masindi UNRA Station

Annex C9: Performance of Force Account at Masindi UNRA Station by 30th June 2024

Activity	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (paved)	380.8	327.5	86.0	The delay in payments of LBCs affected their morale and performance.
Routine Manual Maintenance (unpaved)	241.0	173.5	72.0	
Routine Mechanized Maintenance (paved)	252.0	197.0	100.0	Performance was very good
Routine Mechanized Maintenance (unpaved)	94.0	111.9	92.0	The performance was affected by the delayed release of funds
Overall Performance			87.5	Good performance

Source: Masindi UNRA Station and Author's Compilation

**Annex C10: Performance of Contracts at Masindi UNRA Station by 30th June 2024**

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework Contract for mechanized maintenance of Karongo-Katanga-Waki (22km)	66.7.0	71.5	100.0	Contractor: M/S Tic Lokere Enterprises Ltd Contract sum: Ug Shs 25,425,627,486 Commencement date: 7 th March 2024 Completion date: 6 th September 2024 The scope of work was heavy grading and spot gravelling of 17.5km, and drainage improvement.
Framework Contract for mechanised maintenance of Masindi-Rwenkunya (36km)	30.8	31.3	100.0	Contractor: Lusa Construction and Engineering Ltd Contract sum: Ug Shs 1,026,222,329 Commencement date: 31 st May 2024 Completion date: 30 th November 2024 The scope of work was heavy grading and spot gravelling of 17.5km, and drainage improvement.
Framework Contract for mechanised maintenance of Ikooba-Ntooma-Rusangura-Bwijanga (45km), Isimba-Ntooma (14km), Isimba prison Access (41km)	100.0	100.0	100.0	Contractor: M/S Tic Lokere Enterprises Ltd Contract sum: Ug Shs 25,425,627,486 Commencement date: 27 th March 2023 Completion date: 27 th September 2023 The scope of work was full-length grading, spot gravelling, and drainage improvement.
Overall Performance			100.0	Very good performance

Source: Masindi UNRA Station and Author's Compilation

e) Mbale UNRA Station**Annex C11: Performance of Force Account at Mbale UNRA Station by 30th June 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (paved) -km	234.7	245.2	100.00	Very Good Performance
Routine Manual Maintenance (unpaved) -km	489.8	489.8	100.00	
Routine Mechanised Maintenance (paved) -km	17.0	10.0	58.82	Budget cuts affected the performance
Routine Mechanised Maintenance (unpaved) - km	266.0	162.0	60.90	
Bridges (No.)	15.0	10.0	66.67	
Overall Performance			77.3	Good Performance

Source: Mbale UNRA Station and Author's Compilation


Annex C12: Performance of Contracts at Mbale UNRA Station by 30th June 2024

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Mechanized Maintenance under Framework Phase, Lot 7 : Kachumbala – Kolir – Malera – Kumi road (49.0Km)	75	73	97.33	Contractor: M/s Nellica Services (U) Ltd Contract sum: Ug Shs 1,199,647,356 Commencement date: 3 rd March 2023 Completion date: 12 th July 2023. The works were substantially complete by 30 th November 2023 and were under DLP.
Mechanized Maintenance under Framework Contract Phase 3 Lot 7 Bukedea – Kidongole – Omorotot Swamp (18km), Bukedea – Kolir (12.4km) and Komongemeri – Kamutur – Kagoloto (12.8km)	46	60	100.00	Contractor: M/s Nellica Services (U) Ltd Contract sum: Ug Shs 2,816,514,136 Commencement date: 13 th November 2023 Completion date: 12 th July 2024. The contractor had only completed widening and grading of all three roads.
Mechanized Maintenance under Framework Contract Phase 3, Lot 7 Kadoto - Kabwangasi - Butebo road (43km)	100	61	61.00	Contractor: M/s KATO Contractors Ltd Contract sum: Ug Shs 1,871,047,677 Commencement date: 26 th May 2023 Completion date: 25 th November 2023. The works were behind schedule due to delayed payments. Completed works were grading and culvert installations while gravelling was pending.
Mechanized Maintenance under Framework Contract Phase 3, Lot 8: Girik River – Bukwo road (30Km)	65	65	100.00	Contractor: M/s KSD Builders, Contractors and Estate Developers Ltd Contract sum: Ug shs 1,000,000,440 Commencement date: 3 rd March 2023 Completion date: 25 th October 2023. The works were complete and under the DLP.
Mechanized Maintenance under Framework Contract Phase 3 Lot 8 Bukwo – Kapnandi – Suam (20km)	20	20	100.00	Contractor: M/s Trace Mark (U) Limited Contract sum: Ug shs 900,000,160 Commencement date: 3 rd March 2023 Completion date: 2 nd October 2023. The Contractor completed all works, and was issued a substantial completion certificate. hence, the works were under DLP.



Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Mechanized Maintenance under Framework Contract for 3 Years Phase 3 Lot 8: Bukwo – Kapnandi – Suam (20km), Bulegeni – Sisiyi – Bulaago (14.6km) and Spur Biginyanya (5.2km)	100	95	95.00	Contractor: M/s Trace Mark (U) Limited Contract sum: Ug Shs 2,691,545,190 Commencement date: 25 th May 2023 Completion date: 20 th November 2024. The contractor had substantially completed all the works on the three roads.
Mechanized Maintenance under Framework Contract for 3 Years Phase 3 Lot 8 Nalugugu - Elgon 20.1km and Buyaga - Buluganya road (12.4Km)	28	0	0.00	Contractor: M/s KSD Builders, Contractors and Estate Developers Ltd Contract sum: Ug shs 2,164,540,664 Commencement date: 29 th January 2024 Completion date: 28 th August 2024. No progress was registered as the contractor faced financial challenges due to delayed IPC payment of previous works.
Mechanized Maintenance under Framework Contract for 3 Years Phase 2. Simu Corner - Kasereem (10Km) and Bugusege - Buteza (9.3Km)	28	30	100.00	Contractor: M/s BANA ENTERPRISES Ltd Contract sum: Ug shs 2,721,891,147 Commencement date: 22 nd January 2024 Completion date: 21 st September 2024. The works were ongoing and ahead of schedule. Completed works were widening and grading of Bugusege - Buteza Road and Simu - Corner road.
Overall Performance			81.7	Good Performance

Source: Mbale UNRA Station and Author's Compilation

f) Moyo UNRA Station

Annex C13: Performance of Force Account at Moyo UNRA Station by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (unpaved)	712	712	66.71	No routine manual works were carried out in Q1 and Q2.
Routine Mechanised Maintenance (unpaved)	213	163	80.41	Delays in procurements for road materials affected the timely achievement of 100% of the annual target.
Overall Performance			73.6	Good Performance

Source: Moyo UNRA Station and Author's Compilation

**Annex C14: Performance of Contracts at Moyo UNRA Station by 30th June 2024**

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Periodic Maintenance of Lot 17: 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: 1 st October 2020 Completion date: 30 th July 2021, revised to 21 st August 2023. No work was executed within the FY. Graveling and culvert installation works had been abandoned, yet they were behind schedule. Charging liquidated damages was effective 1 st August 2021 to the contractor. No IPC was initiated.
Mechanized Maintenance 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: 10 th April, 2023 Completion date: 9 th October, 2023, which was revised to 21 st August 2023. The works were completed and under DLP.
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/s Universal Engineering Uganda Limited Contract sum: Ug Shs 999,989,154 Commencement date: 25 th April 2023 Completion date: 24 th October 2023. The cumulative physical progress was at 100% 24 th October 2023. The works were under DLP.
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: 10 th April 2023. Completion date: 9 th October 2023. The works were completed in October 2023.
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	100	100	Contractor: M/s Ruwangananyama Engineering Services Ltd Contract sum: Ug Shs 799,964,489 Commencement date: 1 st May 2023 Completion date: 31 st August 2023. The works were completed on time and the road was under the DLP.



Contract	Annual Target (%)	Cum. Achieved (%)	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: 10 th April 2023 Completion date: 9 th October 2023. 100% physical progress was attained by 31 st August 2023. IPC 1 (Ug shs 453,993,465) 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)	100	100	100	Contractor: M/s S & A CONSULTANTS Ltd Contract sum: Ug Shs 1,199,510,038 Commencement date: 14 th November 2023 Completion date: 13 th May 2024. The cumulative physical progress was at 100% against a planned 50% in January 2024.
Overall Performance			85.7	Good Performance

Source: Moyo UNRA Station and Author's Compilation



Districts

Annex D: Performance of Maintenance of the DUCAR Network at Each Agency Monitored

i) Mityana District

Annex D1: Performance of URF Road Maintenance at Mityana District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanized Maintenance (km)	21.3	21.3	100.0	The performance was very good. Implementation was affected by the delayed release of funds
Culverts (Lines)	87.0	87.0	100.0	Very good performance
Emergency works (km)	14	0.0	0.0	Performance was affected by delayed release of funds
Overall Physical Performance			66.7	Fair performance

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

Annex D2: Performance of the Maintenance Grant at Mityana District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	325.0	162.5	50.0	Performance was affected by delayed release of funds
Routine Mechanized Maintenance (km)	81.9	81.9	100.0	Very good performance
Bridges (No)	385.0	385.0	100.0	Very good performance
Overall Physical Performance			83.3	Good performance

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

ii) Kabarole District

Annex D3: Performance of URF Road Maintenance at Kabarole District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Bridges (No)	1.0	1.0	100.0	Very good performance
Routine Mechanized Maintenance (km)	27.4	47.3	100.0	The performance was very good. The annual target was surpassed.
Routine Manual Maintenance (km)	189.9	0.0	0.0	Routine maintenance was not done. Funds for this activity were reallocated to routine mechanized maintenance.
Overall Physical Performance			66.7	Fair performance

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

**Annex D4: Performance of the Maintenance Grant at Kabarole District by 30th June 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	44.0	33.8	76.8	Performance was affected by delayed release of funds and lack of key equipment like an excavator.
Routine Mechanized Maintenance (km)	46.8	45.8	97.9	The performance was very good.
Bridges (No)	1.0	0.0	0.0	Achievement of this target was affected by delayed release of funds
Overall Physical Performance			58.2	Fair performance

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

iii) Kwanja District**Annex D5: Performance of URF Road Maintenance at Kwanja District by 30th June 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	57.90	35.5	61.3	Achievement of targets was fair
Routine Mechanised Maintenance	16.50	12.9	0.00	The lack of own road equipment affected the performance at the start of the FY.
Overall Performance Rating			30.7	Poor Performance

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

Annex D6: Performance of the Maintenance Grant at Kwanja District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance	81.30	49.50	60.89	The performance was fair due to insufficient quarterly releases and lack of own equipment at the start of the FY
Overall Performance Rating			60.9	Fair Performance

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



iv) Lwengo District

Annex D7: Performance of URF Road Maintenance at Lwengo District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanized Maintenance (km)	100.0	100.0	100.0	Very good performance
Routine Manual Maintenance (km)	294.0	294.0	100.0	Very good performance
Bridges (No)	50.0	50.0	100.0	Very good performance
Overall Physical Performance			100.0	Very good performance

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

Annex D8: Performance of the Maintenance Grant at Lwengo District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	133.2	133.2	100.0	Very good performance
Overall Physical Performance			100.0	Very good performance

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

v) Mukono District

Annex D9: Performance of URF Road Maintenance at Mukono District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	471.15	353.4	75.0	Performance was affected by delayed release of funds
Overall Physical Performance			75.0	Good performance

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

Annex D10: Performance of the Maintenance Grant at Mukono District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanized Maintenance (km)	104.4	104.4	100.0	Very good performance
Culverts (Lines)	40.0	40.0	100.0	Very good performance
Overall Physical Performance			100.0	Very good performance

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

**vi) Yumbe District****Annex D11: Performance of URF Road Maintenance at Yumbe District by 30th June 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	216.8	216.8	100.00	The performance was very good.
Equipment Repair	9.00	9.00	100.00	The performance was very good.
Performance Rating			100.0	Very Good

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

Annex D12: Performance of the Maintenance Grant at Yumbe District by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance	108.30	54.15	50	The performance was fair and was affected by late release of funds and lack of specialized equipment for drainage and gravel works like an excavator and a bulldozer.
Performance Rating			50.0	Fair Performance

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

Municipal Councils**a) Iganga Municipal Council****Annex D13: Performance of URF Road Maintenance at Iganga MC by 30th June 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	43.00	39.51	91.9	The achievement of targets was good.
Periodic Maintenance	0.20	0.31	100.0	All targets were met.
Routine Mechanised Maintenance	11.92	5.90	49.5	The works were affected by the lack of owned sound equipment.
Overall Performance Rating			80.5	Good Performance

Source: Iganga MC Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation

Annex D14: Performance of the Maintenance Grant at Iganga MC by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance	31.93	17.1	53.55	The performance was fair due to the lack of owned and sound road equipment.
Overall Performance Rating			53.6	Fair Performance

Source: Iganga MC Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation



b) Kitgum Municipal Council

Annex D15: Performance of URF Road Maintenance at Kitgum MC by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	5.80	6.92	100.00	All targets were met.
Routine Mechanised Maintenance	56.00	57.03	100.00	
Culvert lines	25.00	25.00	100.00	
Overall Performance Rating			100.0	Very Good Performance

Source: Kitgum MC Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation

Annex D16: Performance of the Maintenance Grant at Kitgum MC by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	57.08	57.08	100.00	The achievement of the annual targets was very good.
Periodic maintenance	5.80	4.30	74.14	The performance was affected by the late receipt of funds.
Culvert lines	25.00	16.00	64.00	
Overall Performance Rating			69.1	Fair Performance

Source: Kitgum MC Annual Work Plan; Quarterly Progress Reports FY 2023/24, and Authors' Compilation

Cities

a) Arua City

Annex D17: Performance of URF Road Maintenance at Arua City by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	226.90	46.70	20.6	Poor Performance
Routine Mechanised Maintenance	67.40	162.00	100.0	There was an overachievement of target .
Overall Performance Rating			60.3	Fair Performance

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

Annex D18: Performance of the Maintenance Grant at Arua City by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	87.73	0.00	0.00	No progress was registered under this output.



Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance	152.30	81.80	53.71	The works were affected by the lack of sound and adequate road equipment.
Culvert installation and Bridge construction	0.40	0.00	0.00	The works were still in progress.
Periodic Maintenance	5.00	5.00	100.00	The achievement of the target was very good.
Overall Performance Rating			38.4	Poor Performance

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

b) Lira City

Annex D19: Performance of URF Road Maintenance at Lira City by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	37.20	37.2	100.00	All targets were met
Routine Mechanised Maintenance (km)	2.20	1.9	86.36	The achievement of targets was good.
Overall Performance Rating			93.2	Very Good Performance

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

Annex D20: Performance of the Maintenance Grant at Lira City by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	12.00	9.0	75.00	The achievement of the annual targets was good
Routine Mechanised Maintenance	22.50	11.25	50.00	The performance was fair due to late release of funds and lack of a full road maintenance equipment unit.
Overall Performance Rating			62.5	Fair Performance

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

a) Soroti City

Annex D21: Performance of URF Road Maintenance at Soroti City by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	168.10	152.37	90.64	The achievement of the annual targets was very good
Routine Mechanised Maintenance	10.97	10.97	100.00	
Overall Performance Rating			95.3	Very Good Performance

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



Annex D22: Performance of the Maintenance Grant at Soroti City by 30th June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	346.46	240.00	69.27	Fair progress was registered under this output.
Routine Mechanised Maintenance	37.03	70.00	100.00	More works were executed than planned.
Periodic maintenance	23.14	19.76	85.38	Good performance was registered and the works were still ongoing.
Overall Performance Rating			84.9	Good Performance

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

Bridges on the DUCAR Network

Annex E: Performance of the Construction of Bridges on the DUCAR Network by 30th June 2024

Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half year	Remarks
Aleles Bridge	Pallisa	100	83	83.0	Addendum no. 1 for additional works was signed on 30 May 2023. Contract expired on 02/01/2024 and contractor was completing outstanding works under the liquidated damages period ending 15/10/2024. Works were affected by slow progress of the contractor, high water levels, delayed payments and additional works. The cumulative percentage from 83%.
Karujumba Bridge	Kasese	100	68	68.0	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 & Q3. Addendum for additional works was signed extending the contract to 15/10/2024.
Bugibuni - Bunadasa Bridge	Sironko	100	90	90.0	Works affected by high water levels and delayed payments due to inadequate and late release of funds. The contractor had substantially completed the construction of the 20m span bridge and gravel



Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half year	Remarks
					embankment on the approach roads. Installation of ancillary works like the of guard rails and planting of grass was ongoing.
Funguwe Muwafu Swamp Crossing	Tororo	100	77	77.0	The contractor had substantially completed the construction of a triple cell box culvert structure. Progress was affected by the slow progress of the contractor, high water levels and delayed payment due to inadequate release of funds.
Nyahuka-Mirambi Bridge	Bundibugyo	8	0	0.0	Project commencement was delayed by inadequate funds in the FY. Contract was signed and the handover of project site to the contractor was pending due to submission of the performance security bond.
Kadokolene Swamp Crossing	Budaka	20	0	0.0	Project progress was delayed by differing site conditions necessitating a design review. The design review report and a change order were approved. The contractor had commenced the construction of the main double cell of 3x2m box culvert structure.
Tajar bridge.	Bulambuli	20	0	0.0	Project commencement was delayed by inadequate funds in the FY. Contract was signed and the handover of project site to the contractor was pending due to submission of the performance security bond.
Kwapa Bridge.	Tororo	70	5	7.1	Commencement affected by encumbrances found on site. Negotiations between PAPs and Tororo Municipality were completed. Works were set to commence in Q1 of FY2024/25.
Construction of 4No. Disability and pedestrian-friendly Cable trail bridges (out of 8 from the MOU) under B2P in hard-to-reach areas	Kanungu, Rukungiri, Kyegegwa, Kyenjojo and Kabale	4	7	100.0	Seven (7) bridges completed in the FY namely: Isandalla-Nyamitooma in Kyegegwa district, Kisenyi-Kyangabukama in Kyejojo district, Katookye in Kabaale district, Tokwe in Bundibugyo district, Nyakafura in Rukiga district, Nyamirima I -



Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half year	Remarks
for all regions in Uganda					Nyamirima II in Rubirizi district, Katehe – Nyakajera in Rubirizi district. The over performance was attributed to the partner B2P pre-financing the projects and the MoWT's reimbursing upon submission of IPCs and invoices as spelt in the MoU. Outstanding invoices for 4no. Trail bridges was Ug shs 846 million.
Metallic ladder in an inaccessible hilly rural area in Mt Elgon.	Bulambuli	50	50	100.0	Construction of stone masonry steps (319 linear meters) was completed. The steel/ metallic components (120 linear meters) of the climbing ladders were procured awaiting placement and welding.
Aderema Bridge	Tororo	90	90	100.0	The project was substantially completed. Ancillary works were ongoing.
Nyamugasani embankment protection works.	Kasese	90	68	75.6	Project progress affected by high water levels and limited equipment necessitating borrowing from Kasese DLG. This disrupted the planned execution and increased the cost of mobilization of the equipment.
Ssezibwa (Bulandi-Gyira) swamp crossing.	Kayunga/ Nakasongola	100	90	90.0	Project was substantially completed. Ongoing works included installation of guard rails and embankment protection works using gabions.
Osudan - Abarila swamp crossing.	Katakwi/ Amuria	45	67	100.0	Project over performed. However, there was an increase in the gravel fill quantities arising out of realignment of the road.
Aleles - Kodike Swamp crossing.	Ngora	100	65	65.0	Project progress was affected by flooding of the project site and increased scope of works has affected progress.
Kiyanja swamp crossing	Ntoroko	5	0	0.0	The detailed engineering design was completed and was pending submission for approval.
Emergency Projects					
Matawa Swamp Crossing	Tororo	100	75	75.0	Project was allocated funds in Q4 FY23/24. Works were set to resume



Project Name	District	Annual Target (%)	Achieved target (%)	% physical score at half year	Remarks
					in Q1 FY2024/25.
Kanginma Merikit Nyem Swamp Crossing	Tororo	100	76	76.0	Project was allocated funds in Q4 FY23/24. Works were set to resume in Q1 FY2024/25.
Completion of Agwa Bailey Bridge	Lira	100	90	90.0	Works were substantially completed.
Kaboloi	Pallisa	100	95	95.0	The project was completed. Final inspection and handover of the completed works to the District LG was underway.
Landing sites					
100% cumulative works for Phase 1 that included the site shade and other facilities in the Gerenge landing site in Wakiso district	Wakiso	100	85	85.0	The construction of the jetty was 98% complete. The construction of a toilet, waiting shed, and 300mm of access road had not yet begun. The project was affected by the inadequacy of budget releases and the increasing water levels.
Overall Physical Performance				65.6%	Fair performance

Source: MoWT project Progress Reports FY 2023/24, And Authors' Compilation



Annex F: Performance of the MoWT District Roads Rehabilitation Force Account Units by 30th June 2024

i) DRRU Jinja

Annex F1: Physical Performance of the Jinja DRRU by 30th June 2024

Road Name	District	Annual Planned Target (km)	Cum. Achieved Quantity by Q4 (km)	Score (%)	Remarks
Ndalike-Namwendwa	Kamuli	6.90	6.90	100.00	The road was completed and ready for handover
Ndalike-Ngadho	Kamuli	2.50	2.50	100.00	The road was completed and ready for handover
Wante-Buwabe-Butaba Highway (completion of 5% drainage)	Bugweri	5	5.00	100.00	The works were completed and ready for handover
Bumwena-Naamoni (completion of 5% drainage)	Mayuge	5	5.00	100.00	The works were completed and ready for handover
Bubinga-Buyebe-Buwabe (completion of 5% drainage)	Bugweri	5	5.00	100.00	The works were completed and ready for handover
Igeyero-Namatalo-Bukapala	Jinja	3.4	4.10	120.59	The works were undertaken but with zero expenditure; culvert installation and construction of end structures were pending.
Naigombwa Swamp Crossing	Namutumba and Kaliro	0.5	0.00	0.00	No works due to budget cuts
Mpondwe-Gumpi	Buyende	2.2	0.00	0.00	Works were substantially complete. Pending work was headwall construction. The 1st 300m section was fair while the rest of the road was in a good motorable condition although it was not connected at the tail end hence, an extension was needed to connect to other roads.
Nawantumbi-Nalinaibi	Kamuli	2.5	0.00	0.00	Some sections of drainage were pending.
Nagera-Buchunia-Lugala	Namayingo	8	0.00	0.00	The works were still in progress as they were affected by the delayed release and payments
Overall Performance				60.00	Fair performance

Source: Jinja DRRU Annual Work Plan; Quarterly Progress Reports for FY 2023/24, and Authors' Compilation



ii) DRRU North

Annex F2: Physical Performance of the Northern Uganda DRRU by 30th June 2024

Road Name	Districts	Annual Planned Target (km)	Cum. Achieved Quantity by Q4 (km)	Score (%)	Remarks
Amai – Otengocinge – Ojem – Awelo	Amolatar	10.0	6.0	60.00	Delayed completion due to late release
Omier-Azingo-Zombo Border	Nebbi	14.5	5.5	37.93	Delayed completion due to late release of funds
Tegot Atoo P/S	Gulu	2.5	2.5	100.00	Completed
Agweng - Okwang - Barlegi State Lodge	Otuke	16.0	21.0	131.25	Delayed completion due to late release; more length was gravelled
Aleka-Odyekmwondha-Wiagaba	Oyam	6.0	0.0	0.00	Works did not commence due to limited funding
Minakulu - Okwir	Omoro	5.0	0.0	0.00	Works did not commence due to limited funding
Goma - Goro - Li - Pajok II	Nwoya	7.0	0.0	0.00	Works did not commence due to limited funding
Wei – Panyua	Madi-Okollo	5.0	0.0	0.00	Works did not commence due to limited funding
Aloi - Ogini - Kakira PS	Alebtong	6.0	1.0	16.67	The works were ongoing
Lapul - Atanga	Pader	5.0	0.0	0.00	Works did not commence due to limited funding
Anyatir HC-Boroboro-Lira Cathedral	Lira	2.8	0.0	0.00	Works did not commence due to limited funding
Teboke - Aboke - Alito - Ogur	Kole	5.0	1.0	20.00	The works were ongoing
Rupa Nadunget Factory Road	Moroto		-	Emergency	Delayed completion due to late release
Moroto Regional Laboratory Access Road	Moroto		0.2	Emergency	Completed
Overall Performance				43.63	Poor Performance

Source: North DRRU Annual Work Plan; Quarterly Progress Reports for FY 2022/23, and Authors' Compilation



Annex G: Performance of the Urban Roads Resealing on the DUCAR network by 30th June 2024

Activity/Project	Budget (Ug shs)	Cum. Achieved Financial; Progress (%)	Cum. Achieved Physical Progress (%)	Score (%)	Remarks
Upgrading to bitumen standard Access road to New Shimoni PTC in Kira M.C (3.40km)	5,714,000,000	43.3%	54.6%	43.3%	Works on-going under contract with M/s Destiny Civil Engineering Co. Ltd JV Kesika Enterprises Ltd.
Upgrading to Bitumen Standard of Kiwologoma-Kitukutwe-Kijabijo road and Bulindo-Nsasa-Namugongo road, totalling 9.1km,	25,382,855,527	56%	87%	33.9%	Works ongoing under contract with M/s King Albert Constructions Ltd. Payments of IPC No,3 &4 certified but not yet paid. Project completion date is 19 th August 2024
Upgrading to bitumen standard roads in Arkright Estate,4km (phase 1):	5,869,906,047	95%	100%	100.0%	Works substantially completed and under DLP. By M/s Spider Contractors Ltd.
Contract for upgrading to Bitumen Standard Kafunta – Buwampa road (9.5km) linking to MMP Industrial Park	29,635,856,586	55%	67%	36.7%	Works on going under contract with M/s Abu Baker Technical Services & General Supplies Ltd. Project completion date 3 rd October 2024
Upgrading to bitumen standard road network leading to Maya Nature Resort – 3.41km in Wakiso District	7,981,000,000	50.1%	56.5%	56.5%	Slow progress by Contractor (M/s Spider Contractors Ltd). Revised Completion date 13 TH August 2024
Upgrading to bitumen standard selected roads in Kira M C (Blair road, Charles Ogwen & Access links, Bakulumpangi Rds - Totalling 2.185km)	2,426,141,400	62.6%	64.5%	30.6%	Work ongoing using Force Account (URRU). Progress hindered by inadequate release of funds for the works execution.
Upgrading to bitumen standard JC Kiwanuka road (1.0km) in Katabi Town Council	956,000,000	42.5%	45.5%	45.5%	Work ongoing using Force Account (URRU). Progress hindered by inadequate release of funds for the works execution.
Overall Performance				49.4%	Poor performance

Source: URRP June Monthly Progress Reports for FY 2023/24, and Authors' Compilation



Annex H: Performance of Land Acquisition for UNRA Ongoing Projects (Roads/Bridges)

Project Name	PAPs Valued	PAPs Paid	Land Captured (Acres)	Land Acquired (Acres)	% of RoW Acquired	Approved Value (Ug shs)	Amount Paid (Ug shs)	Outstanding Amount (Ug shs)	Current Physical Progress
Ongoing Road Projects with Land Acquisition Component									
Rukungiri-Kihizi-Ishasha/Kanungu (78.5 km)	4,195	3,815	538.748	474.556	88.08%	42,332,941,305	39,441,356,760	2,891,584,545	98.30%
Luwero – Butalangu Road (29.6km)	2150	1619	340.791	212.169	62.26%	22,548,672,316	16,891,801,347	5,656,870,969	7.28%
Masindi Park Junction and Tangi Junction-Para-Bulisa Roads (159km) – (Critical Oil Road Package 1)	787	733	71.261	65.694	92.19%	2,643,240,259	2,501,890,660	141,349,599	99.82%
	815	754	75.546	64.375	85.21%	2,330,853,446	2,133,915,179	196,938,267	
	1551	1304	218.045	144.256	66.16%	6,864,328,152	5,679,469,146	1,184,859,006	
Buhimba-Nalweyo-Bulamagi & Bulamagi-Igayaza-Kakumiro (93km)- (Critical Oil Road Package 3)	5370	5079	983.24	1006.564	102.37%	88,447,757,380	78,458,031,047	9,989,726,333	100%
Design and Build of Masindi-Biiso, Hohwa-Nyairongo-Kyarushesha-Butoole, And Kabaale-Kizirantumbi Roads Upgrading Project (97km) (Critical oil Road Package 5)	2049	1761	451.486	434.211	96.17%	37,151,729,668	32,013,561,452	5,138,168,216	86%
	1897	1459	390.227	300.033	76.89%	32,465,383,135	26,912,970,880	5,552,412,255	
	1586	1322	385.371	296.187	76.86%	17,094,881,638	14,092,992,859	3,001,888,779	
Kitala-Gerenge (10KM)	966	841	90.61	80.61	88.96%	24,857,381,525	23,132,248,036	1,725,133,489	100.00%
Kigumba - Bulima (69Km)	2745	2578	363.65	324.603	89.26%	21,613,444,528	20,520,916,509	1,092,528,019	100.00%
Kapchorwa-Suam (73 Km)	4987	4693	445.93	421.612	94.55%	62,084,033,056	60,326,881,161	1,757,151,895	99.00%
Atiak – Laropi (66km)	1262	1222	596.465	560.667	94.00%	14,864,724,151	13,966,786,607	897,937,544	93.00%
Busega - Mpigi Expressway (23.7Km)	4223	2543	694.355	502.244	72.33%	167,782,482,641	109,150,340,333	58,632,142,308	40.86%
Muyembe – Nakapiripirit (92km)	2699	2353	931.55	800.32	85.91%	8,372,196,755	6,143,294,930	2,228,901,825	60.78%
Design and Build of Upgrading of Najjanakumbi – Busabala Road (11km), Munyonyo Spur Interchange and Service Roads (17km)	2732	2003	233.456	158.297	67.81%	247,308,578,074	177,752,864,194	69,555,713,880	47.00%



Project Name	PAPs Valued	PAPs Paid	Land Captured (Acres)	Land Acquired (Acres)	% of RoW Acquired	Approved Value (Ug shs)	Amount Paid (Ug shs)	Outstanding Amount (Ug shs)	Current Physical Progress
Design and Build of the upgrading of Kira-Matugga road and improvement of 5 No. junctions (21km)	2690	1844	147.192	123.551	83.94%	237,991,555,976	175,987,721,659	62,003,834,317	48.96%
Civil Works for the Upgrading of Rwenkunyie - Apac - Lira - Puranga (191Km) - Lot 1: Rwenkunyie - Apac (90.9km)	324	280	138.16	119.73	86.66%	4,766,774,457	4,525,302,042	241,472,415	53.93%
Civil Works for the Upgrading of Rwenkunyie - Apac - Lira - Puranga (191Km) - Lot 2: Apac - Lira - Puranga (100.1km)	2775	1345	832.481	446.561	53.64%	50,606,017,914	15,884,499,572	34,721,518,342	
Upgrading of Moroto-Lokitanyala Road (42km)	4947	3511	723.361	509.22	70.40%	70,195,000,000	40,079,217,290	30,115,782,710	58.71%
Gulu Logistic Hub Access Road(2.2Km)	129	819	435.529	227.407	52.21%	15,073,409,378	10,673,754,010	4,399,655,368	80.89%
Tororo-Busia Road (26Km) and Mayuge and Busia Town Roads (18Km)	1173	436	183.188	85.751	46.81%	32,769,886,828	10,723,899,434	22,045,987,394	56.32%
Emergency Reconstruction of Saka Swamp Crossing under Design and Build Scheme.	42	39	8.3	7.52	90.60%	185,040,381	167,003,180	18,037,201	99.93%
Civil Works for the Upgrading of Kawuku-Bwerenga Road (6.6km) & Namugonde-Bugiri (Fuel Tank Reservoir 1.6km) from Gravel to Bituminous Standard	928	259	40.974	14.218	34.70%	42,232,485,378	18,164,807,201	24,067,678,177	30.00%
Kabale-Lake Bunyonyi and Kisoro-Mgahinga Roads (33.2Km)	1228	1073	66.623	56.987	85.54%	20,930,434,436	17,312,387,892	3,618,046,544	0.00%
	634	591	94.588	84.697	89.5%	24,046,448,250	21,175,730,736	2,870,717,514	



Project Name	PAPs Valued	PAPs Paid	Land Captured (Acres)	Land Acquired (Acres)	% of RoW Acquired	Approved Value (Ug shs)	Amount Paid (Ug shs)	Outstanding Amount (Ug shs)	Current Physical Progress
Namagumba-Budadiri-Nalugugu Road (39km)	2792	0	158.028	0	0.00%	49,462,076,077	-	49,462,076,077	0.00%
Design and Build of Kisubi-Nakawuka-Nateete (27km), Nakawuka-Kasanje-Mpigi (22km), Nakawuka-Mawagulu-Nanziga-Maya (11km), Kasanje-Buwaya (9km) and Entebbe-Nakiwogo (3.5km)	4004	413	351.782	53.407	15.18%	202,229,956,057	33,252,705,115	168,977,250,942	0.00%
Construction of Access Road to Kabaale International Airport from Kabaale Kizirantumbi Road (3.2km)	121	96	29.3	18.649	63.65%	4,275,339,281	2,604,715,465	1,670,623,816	10.45%
Koboko –Yumbe – Moyo (103.08km)									
Ongoing Bridges Projects with Land Acquisition Component									
Kagandi Bridge on Kagandi Nateete-Busanza-Mpaka Road and Dungulwa on Kinyamaseke-Kisinga-Kyarumba-Kibirizi Road	86	83	5.616	5.616	100%	974,086,217	889,061,231	85,024,986	100%
Construction of Strategic Bridges on the National Road Network: Lot 3: Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp)	34	32	6.217	6.064	97.54%	186,677,660	171,091,660	15,586,000	
Kampala Flyover Construction and Road Upgrading Project: Lot-1 (Package 1: Clock Tower Flyover & Package 2: Nsambya - Mukwano Road)	116	110	19.418	18.514	95.34%	1,799,283,135	1,755,454,235	43,828,900	79%
	173	147	17.834	17.483	98.03%	80,234,027,275	53,696,069,038	26,537,958,237	95.19%
Grand Total	1,644,635,572,614	1,043,574,881,131	601,060,691,483						



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