



INTEGRATED TRANSPORT INFRASTRUCTURE SERVICES PROGRAMME

Annual Budget Monitoring Report

Financial Year 2024/25

September 2025

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
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LIST OF ABBREVIATIONS AND ACRONYMS

AKA	-	Ausfuhrkredit-Gesellschaft GmbH Frankfurt
B2P	-	Bridges to Prosperity
BMAU	-	Budget Monitoring and Accountability Unit
Bn	-	Billion
CRIP	-	Community Roads Improvement Project
DLP	-	Defects Liability Period
DUCAR	-	District, Urban and Community Access Roads
EU	-	European Union
ESIA	-	Environmental and Social Impact Assessment
EUR	-	Euro (Currency)
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
LGs	-	Local Governments
LVSr	-	Low-Volume Sealed Roads
MGR	-	Metre Gauge Railway
MC	-	Municipal Council
MoFPED	-	Ministry of Finance, Planning and Economic Development
MoWT	-	Ministry of Works and Transport



MGI	-	Ministry of Gender and Income
NDP III	-	Third National Development Plan
NRM	-	National Roads Maintenance
PAPs	-	Project-Affected Persons
PIAP	-	Programme Implementation Action Plan
PWG	-	Programme Working Group
Q1	-	Quarter One
Q2	-	Quarter Two
Q	-	Quarter
RoW	-	Right of Way
RMG	-	Road Maintenance Grant
UCAA	-	Uganda Civil Aviation Authority
UEDCL	-	Uganda Electricity Distribution Company Limited
UIA	-	Uganda Investment Authority
UNRA	-	Uganda National Roads Authority
URC	-	Uganda Railways Corporation
URF	-	Uganda Road Fund
USh	-	Uganda Shillings
USD	-	United States Dollars



FOREWORD

At the start of the Financial Year 2024/25, the Government of Uganda outlined strategies to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategy emphasized accelerating commercial agriculture, fostering industrialization, and expanding both service sectors and digital transformation. Key areas of focus included enhancing market access and leveraging technological advancements to drive economic growth.

The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport and Infrastructure Services; 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.

Semi-Annual programme assessments were made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. 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



EXECUTIVE SUMMARY

The budget for the Integrated Transport Infrastructure Services (ITIS) Programme in FY 2024/25 was US\$ 4,890.37 billion, of which US\$ 3,326.13 billion (81.3%) was released and US\$ 2,684.55 billion (80.7% of the release) was expended by 30th June 2025. Therefore, both the release and absorption performances were satisfactory. However, the disbursement of funds to the implementing agencies was not timely, as over 60% of the total release was disbursed in the second half of the financial year (FY). This delay caused the implementing agencies to start works towards the end of the financial year, which negatively impacted funds absorption.

The overall performance of the ITIS Programme was fair, at 53.4%, with most planned outputs across sub-programmes not fully achieved. This was due to fair performance in Transport Asset Management, Land Use and Transport Planning, and Transport Regulation, and poor performance in Transport Infrastructure and Services Development. Key factors affecting performance included the Rationalisation of Government Agencies and Public Expenditure (RAPEX), which transferred Uganda National Roads Authority (UNRA) and Uganda Road Fund (URF) functions to the Ministry of Works and Transport (MoWT), causing delays in payments and execution of planned works. Also, there was an overcommitment by implementing agencies relative to available financing, resulting in arrears. As a result, the programme's objectives of enhancing transport interconnectivity, promoting interregional trade, reducing poverty, and optimising infrastructure investment across all modes were not fully realised.

Under the Transport Infrastructure and Services Development sub-programme, whose aim is to increase transport interconnectivity to promote interregional trade and reduce poverty, and optimise transport infrastructure and services investment across all modes, the performance was poor (46.1%). This was due to the fair performance of the intervention to construct and upgrade climate-proof strategic transport infrastructure, the fair performance of the intervention to strengthen local capacity intervention, and the poor performance of the intervention to implement an integrated multi-modal transportation hub. This was mainly due to late fund releases in the first half of the financial year, which delayed payments to service providers and the acquisition of the right of way (RoW). As a result, the intended development of transport infrastructure was not fully achieved.

Despite the challenges, the performance of upgrading projects from gravel to bituminous standard was fair, with 122.43 km equivalent (65% of the annual target) added to the national network. Key works included the substantial completion of the Lugogo–Kasozzi (1 km) and Lugogo–Ngoma (6.6 km) approach roads, as well as selected town roads in Pallisa (7.5 km) and Kumi (12.2 km).

Ongoing refurbishment of the Metre Gauge Railway recorded mixed results: the Tororo–Gulu section performed poorly (48.17% vs. 51.6% planned) due to a 3.5-month suspension of works arising from delayed payments, while the Kampala–Mukono section was completed, enabling the resumption of passenger operations. Similarly, the New Bukasa Port Project progressed fairly (77.31% vs. 100% planned), but land acquisition and compensation of Project-Affected Persons (PAPs) stalled following delays in implementing the presidential directive on additional compensation.



The performance of the intervention to implement an integrated multi-modal transportation hub was poor, at 17%, on account of the poor performance on the improvement of ferry services and construction of landing sites/jetties output. This was attributed to the suspension of work due to delayed payments, contract terminations at some sites, and rising water levels.

The performance of the intervention to strengthen local construction capacity was fair (54%). This performance was attributed to the poor performance of the output of classification of local contractors, which limited overall results. Despite the high value of work carried out by local contractors, most executed preliminary activities with low returns due to limited financial and technical capacity, delayed payments, and low productivity. The MoWT enforced local content through reservation schemes in road and bridge works, including labour-based maintenance contracts, to promote participation and build capacity. However, contractors continue to face significant barriers in accessing credit and retaining skilled human resources, constraining their ability to deliver quality work on schedule.

Under the Transport Asset Management Sub-programme, whose main aim is to prioritise transport assets management so as to increase their lifespan, the performance was fair (50.5%). This was on account of the fair and poor performance of the intervention to rehabilitate and maintain transport infrastructure, and the intervention to adopt cost-efficient technologies to reduce maintenance backlog, respectively. The performance of the sub-programme was affected by disbursement inefficiencies throughout the financial year. Therefore, the implementing agencies did not undertake all the planned force account activities on the road network within the financial year, which resulted in maintenance backlog spilling over into FY 2025/26. This performance also suggests that the sector's efforts to increase the service life of the transport infrastructure will not yield significant results in the medium term.

The performance of the intervention to rehabilitate and maintain transport infrastructure was fair (62.3%), and this was mainly due to insufficient releases in the first half of the financial year and late release of funds (most of the funds were made available in Q4) to the implementing agencies during the financial year. It should, however, be noted that the financial allocations for the outputs under this intervention were below both the projections and the needs. For example, the maintenance budget of the national roads and DUCAR network was US\$ 403.255 billion in FY 2024/25 compared to the annual requirement of US\$ 1.25 trillion (USD 350 million)¹. Thus, the FY 2024/25 allocation to road maintenance was merely 32% of the required funding.

The performance of the rehabilitation of the paved national road network was poor (33%). A total of 147.22 km equivalents (59.6% of the annual targets) of the national roads were rehabilitated. The performance was attributed to the delay in paying contractors' Interim Payment Certificates (IPCs), which led to a scaling down or suspension of works by the contractors. Notably, works on the Mityana-Mubende, Karuma-Olwiyo (43.5 km) and Olwiyo-Pakwach (62.5 km) road projects were halted during the financial year due to delayed payments. Additional challenges included delays in the finalisation and approval of design reviews, torrential rainfall, and inadequate mobilisation of contractors. Consequently, all the monitored projects were behind schedule.

¹ National Integrated Transport Master plan 2021 – 2040.



The performance of the construction of bridges on the national road network was fair (65%). Three bridges – Osu Bridge on Arua-Biliafe-Otrevu Road in Arua District, Kochi Bridge on Keri-Midigo-Kerwa Road in Yumbe District, and the emergency restoration of Karuma Bridge along Kampala-Gulu Road – were substantially completed. All monitored bridge construction projects were behind schedule apart from the Katonga Bridge Project along Kampala–Masaka Road, with some construction sites having had works suspended during the financial year. This was mainly attributed to delayed payment of contractors’ IPCs.

The performance of the National Roads Maintenance (NRM) was good (73.3%). This performance implied sustained interconnectivity on the national road network since there was an attempt to keep the national road network motorable and in fair condition throughout the financial year. The performance of the force account component was good (78.1%). The stations mainly focused on addressing emergencies caused by the heavy rains that severely impacted the unpaved national road network. The performance of the force account component of the NRM was also affected by the delayed release of funds (48% of the release was in Q4, with no release in Q3) and inadequate equipment. The performance of the contracts was good (88.5%). This was attributed to contracts rolling over from the previous financial year that were completed in the first half of the financial year. The performance of contracts was, however, affected by the heavy rains and the delayed payment of the contractors’ IPCs.

The performance of the District, Urban and Community Access Roads (DUCAR) maintenance was good (76.3%). The works achieved majorly involved grading and spot gravelling to keep the roads motorable. Additionally, the road maintenance grant enabled Local Governments (LGs) to undertake periodic maintenance and culvert installation. The performance was, however, affected by delays in the downstream disbursement of funds to the agencies arising from the RAPEX exercise; torrential rains experienced during the financial year that disrupted mechanised maintenance; and inadequate mechanical imprest. Notable among the monitored LGs were the districts of Bushenyi, Kakumiro, Nebbi, and Fort Portal City, which had a very good performance.

The construction of bridges on the DUCAR network performed fairly (56.4%). The performance was greatly affected by the release of 80% of the budget in the second half of the financial year 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, and the failure to complete them in time renders inter-district connectivity across these areas a challenge. Despite the setbacks, the achieved milestones during the financial year included the completion of: Bugibuni Bunadasa Bridge (Sironko); Aleles Bridge (Pallisa); Karujumba Bridge (Kasese); the Kadokolene swamp crossing (Budaka); the Ssezibwa (Bulandi–Gyira) swamp crossing; a metallic ladder in an inaccessible hilly rural area in Mt Elgon (Namgwi) in Bulambuli; four cable trail bridges (Nkisyia, Kahondo Church, Nyakeina–Kabira, Kikaada) in hard-to-reach areas for all regions in Uganda; and the completion of four detailed bridge designs.

The performance of the sealing of urban roads was good (70.9%). This was attributed to the adequate release of funds, at 100%. The key achievements included completing the Arkright Estate roads (4.16 km). The performance was, however, 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.



Implementation of the intervention to adopt cost-efficient technologies to reduce maintenance backlog performed poorly (38.6%). The MoWT achieved a total of 30.3 km of selected low-volume roads using low-cost sealing technology. The performance of this intervention was affected by inadequate allocations to the projects, hence led to delays in paying contractors.

The Land Use and Transport Planning Sub-programme registered fair performance of 56.8% despite strong financial performance (84.3%). However, back-loaded releases, with 68% of funds disbursed in the second half of the financial year, limited timely implementation. This delay, in turn, affected the achievement of targets under the Transport Infrastructure and Services Development Sub-programme.

The Transport Regulation Sub-programme registered fair performance (60%), driven by good performance (77%) of the intervention to enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks, in which the attainment of the annual targets in 42% of the outputs aimed at smoothing the operation of transport services across the four modes. However, the intervention involving reviewing, updating, and developing transport infrastructure and services policies, plans, regulations and standards and laws performed poorly (42%). Only 42% of outputs were achieved despite progress in improving operations across the four transport modes.

Overall challenges

1. The Rationalisation of Government Agencies and Public Expenditure (RAPEX), which transferred UNRA and URF functions to the MoWT, disrupted payments and slowed the execution of planned processes and works.
2. Overcommitment of implementing agencies against limited financing led to the accumulation of arrears.
3. Delayed disbursement of maintenance funds constrained timely implementation of planned activities.
4. Delayed access to project corridors/right of way (RoW) on upgrading projects was caused by exhaustion of land acquisition budgets and unresolved grievances from Project-Affected Persons (PAPs).
5. Inadequate road maintenance equipment in new municipalities/cities and dilapidated equipment in older ones forced agencies to borrow or hire machinery, leading to delays and higher unit costs of implementation

Recommendations

1. *Prioritisation of funding and projects:* The MoWT should focus resources on completing ongoing projects before launching new ones. This will ensure value for money, prevent wastage, and enhance the impact of investments. Prioritisation will also help align project delivery with national infrastructure goals.
2. *Timely and structured disbursement:* The MoWT/MoFPED should release funds to agencies promptly in compliance with PFMA (2015). Outstanding payments to contractors must be cleared to avoid interest penalties and stalled works. A structured disbursement plan tied to project milestones will improve financial discipline and reduce delays.
3. *Land acquisition framework:* The Ministry of Lands and MoWT should establish a legally binding pre-contract framework for RoW acquisition. At least 50% of the RoW should be secured before works start, with full acquisition completed within six months. This will minimise project delays and disputes during implementation.



CHAPTER 1: INTRODUCTION

1.1 Background

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

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

Starting in 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 (NDP III). Semi-annual and annual field monitoring of government programmes and projects is undertaken to verify the receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes. The monitoring also reviews the coherence 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 2024 to June 2025. 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 multimodal transport system. The programme aims to: reduce average travel time; reduce freight transportation costs; reduce the unit cost of building transport infrastructure; increase the 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. Optimise transport infrastructure and services investment across all modes.
- ii. Prioritise transport asset management.
- iii. Promote integrated land use and transport planning.
- iv. Reduce the cost of transport infrastructure and services.
- v. Strengthen and harmonise policy, legal, regulatory, and institutional framework for infrastructure and services.
- vi. Transport interconnectivity to promote intraregional trade and reduce poverty.

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 the 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 of construction of unpaved/ gravel road; unit cost of rehabilitation of Metre Gauge Rail (MGR) 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, and casualties per 100,000 vehicles (road transport).
6	Improved coordination and implementation of transport infrastructure and services.	% of Local Governments (LGs) in compliance with road standards.
7	Increased access to regional and international markets.	Ratio of exports to GDP (%); value of exports to the region (thousand USD): Congo; Kenya; Rwanda.

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



CHAPTER 2: METHODOLOGY

2.1 Scope

All four (4) sub-programmes under the Integrated Transport and Infrastructure Services (ITIS) Programme were reviewed. Three (3) out of six (6) interventions under the Transport Infrastructure and Services Development Sub-programme were monitored. Specifically, 18 upgrading road projects; three (3) strategic infrastructure projects (2 railway and 1 port); five (5) landing sites/ferries; and feasibility studies and detailed designs under UNRA.

Under the Transport Asset Management Sub-programme, the following were monitored: nine (9) rehabilitation projects on the national roads network; seven (7) bridge projects on the national roads network; six (6) MoWT stations for the National Roads Maintenance (NRM) and 13 Local Governments (4 cities, 2 municipalities and 7 districts) for the District Urban and Community Access Roads (DUCAR) maintenance; 16 bridge projects on the DUCAR network; rehabilitation of district roads for four (4) force account implementing units; and sealing of district roads with Probase and other low-cost seals (15 districts).

Monitoring focused on the acquisition of the RoW as well as the interventions entailing developing and strengthening transport planning capacity under the Land Use and Transport Planning Sub-programme. On the other hand, interventions involving the development and enforcement of policies, laws, and regulations, as well as enforcement of relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks by the MoWT, were reviewed under the Transport Regulation Sub-programme.

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

2.2 Sampling

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

The projects monitored were selected on the basis of the level of capital investment, regional sampling, planned quarterly/annual output, and the 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 methods adopted during the monitoring were:

1. Consultations and key informant interviews with project managers in implementing agencies, both at the Central and Local Government levels.
2. Review of secondary data sources, including: Programme Implementation Action Plan (PIAP); Ministerial Policy Statements for FY 2024/25; National and Sector Budget

Framework Papers; sector project documents and quarterly/annual performance reports; sector work plans; district performance reports; the Budget Speech; Public Investment Plans (PIPs); 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 analysed 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 analysed 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 outputs/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 criteria in Table 2.1.

Based on the rating assigned, a colour-coded system was used to alert policymakers and implementers to whether the interventions were achieved or not. The coded system was defined as follows: very good performance (green), good (yellow), fair (light gold), and poor (red) to aid decision-making.

Financial performance was assessed based on overall utilisation of funds (expenditure) against release.

Table 2.1: Assessment Guide used to Measure Performance

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

Source: Authors' Compilation



2.5 Limitations

- i) Inadequate time available to undertake the expanded portfolio under the programme approach.
- ii) Lack of disaggregated financial information for 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 the implementation of development outputs. In the sub-programmes where the release was good, the funds were not timely. The release of funds for the Transport Infrastructure and Services Development Sub-programme had the worst performance (52.5%). This resulted in overcommitment of the implementing agencies compared to the available financing, leading to the accumulation of arrears.

Under the Transport Asset Management Sub-programme, the disbursement of funds for the maintenance of national and district roads was not timely, as over 68% of the release was disbursed in the second half of the financial year. This resulted in implementing agencies commencing works at the tail end of the financial year, which affected funds absorption. 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 2025

Sub-Programme	Budget (Billion, US\$)	Release (Billion, US\$)	Expenditure (Billion, US\$)	% of Budget Released	% of release spent
Transport Infrastructure and Services Development	2,995.65	1,572.82	1,411.53	52.5	89.7
Transport Asset Management	1,408.61	1,322.96	844.28	93.9	63.8
Land Use and Transport Planning ²	291.64	245.91	244.82	84.3	99.6
Transport Regulation	194.47	184.44	183.93	94.8	99.7
Grand Total	4,890.37	3,326.13	2,684.55	81.3	80.7

Source: MoWT and KCCA Quarter 4 Vote Performance Report FY 2024/25

The annual monitoring of FY 2024/25 focused on all four (4) sub-programmes.

Physical Performance

The overall performance of the ITIS Programme was fair, at 53.5%. This was on account of the fair performance of the Transport Asset Management, Land Use and Transport Planning, and Transport Regulation Sub-programmes. The Transport Infrastructure and Services Development Sub-programme exhibited poor performance. Table 3.2 shows a summary of the performance of the ITIS Programme.

The noted performance of the programme was on account of the Rationalisation of Government Agencies and Public Expenditure (RAPEX), which led to the transfer of the functions of UNRA and URF to the MoWT. This affected timeliness in executing payments, planned processes and works. The performance of the Land Use and Transport Planning Sub-programme directly affected the implementation of the planned outputs under the Transport Infrastructure and

² Composed of financing for RoW acquisition under the MoWT.



Services Development Sub-programme. Key planned outputs, such as the upgrading of strategic roads from gravel to bituminous standard and the rehabilitation of the Tororo–Gulu Metre Gauge Railway (MGR), were not achieved. Therefore, the intended objectives of the programme, such as increasing transport interconnectivity to promote interregional trade and reduce poverty, and optimising transport infrastructure and services investment across all modes, may not be realised.

Table 3.2: Summary of the performance of the ITIS Programme by 30th June 2025

Sub-Programme	Performance (%)	Remarks
Transport Infrastructure and Services Development	46.1	Poor
Transport Asset Management	51.2	Fair
Land Use and Transport Planning	56.8	Fair
Transport Regulation	60.0	Fair
Overall performance	53.5	Fair

Source: Author's compilation

Despite the poor performance under Transport Infrastructure and Services Development, a total of 65.9 km (35.1%) out of the annual target of 188 km was added to the national network in the period, bringing the total national paved network to 6,264.9 km. Specifically, the construction of the Lugogo–Kasozi (1km) and Lugogo–Ngoma (6.6km) approach roads were substantially completed.

The performance of the Transport Asset Management Sub-programme, whose main aim is to prioritise transport asset management to increase their lifespan, was fair. This was on account of the fair performance of the intervention involving the rehabilitation and maintenance of transport infrastructure, and the poor performance of the intervention entailing adopting cost-efficient technologies. The sub-programme performance was attributed to the inadequate and delayed disbursements to the implementing agencies in the course of the financial year. As a result of these disbursement inefficiencies, the agencies did not undertake all the planned force account activities on the road network within the financial year, with the majority of the works implementation spilling over into FY 2025/26.

The overall performance of the Transport Asset Management Sub-programme was fair, at 51.2%. This was on account of the fair and poor performance of the interventions involving rehabilitation and maintenance of transport infrastructure and adoption of cost-efficient technologies to reduce maintenance backlog, respectively. The fair performance of the sub-programme suggests that the sector's efforts to increase the service life of the transport infrastructure will not yield significant results in the medium term.

The performance of the intervention to rehabilitate and maintain transport infrastructure was fair (63.7%), and this was mainly due to insufficient releases in the first half of the financial year and late release of funds (the majority of the funds were made available in Q4) to the implementing agencies during the financial year. It should, however, be noted that the financial allocations for the outputs under this intervention were below both the projections and the needs. For example, the maintenance budget of the national roads and DUCAR network was US\$ 403.255 billion in

the FY 2024/25, compared to the annual requirement of US\$ 1.25 trillion (USD 350 million).³ Thus, the FY 2024/25 allocation to road maintenance was merely 32% of the required funding.

The Land Use and Transport Planning Sub-programme had fair performance. This performance affected the achievement of targets under the Transport Infrastructure and Services Development Sub-programme, as the target for the acquisition of the RoW for the project corridors was not achieved.

The performance of the Transport Regulation Sub-programme was fair on account of the good performance of the intervention involving enforcement of the relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks, which aimed at smoothing the operation of transport services across the four modes.

3.2 Emerging Issues

1. The Rationalisation of Government Agencies and Public Expenditure (RAPEX), which led to the transfer of the functions of UNRA and the URF to the MoWT, affected payments and the timely execution of planned processes and works. Additionally, the delayed finalisation of management changes to absorb some staff affected by RAPEX was another issue.
2. The mode of disbursements of funds where there was a zero release to some of the implementing agencies during the financial year and the availability of over 60% of the budget in the final quarter of the financial year. This affected the absorption of funds in the Transport Asset Management Sub-programme.
3. The new municipalities/cities lack road maintenance equipment, while old ones have dilapidated road equipment. These resort to borrowing, which is time-consuming, and hiring increases the unit cost.

3.3 Transport Infrastructure and Services Development Sub-Programme

3.3.1 Introduction

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

The sub-programme has 10 interventions, namely: constructing and upgrading climate-proof strategic transport infrastructure (tourism, oil, minerals, and agriculture); implementing an integrated multimodal transportation hub (air, rail, road, water); increasing the capacity of existing transport infrastructure and services; and implementing cost-efficient technologies for transport infrastructure and services.

Others are: Provision of non-motorised transport infrastructure within urban areas; strengthening local construction capacity; promoting research, development, and innovation; upgrading transport infrastructure around Lake Kyoga, Albert, Victoria, and River Nile to facilitate

³ National Integrated Transport Master Plan 2021 – 2040.



connections; constructing and upgrading cross-border multimodal transport infrastructure; and upgrading 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) and Kampala Capital City Authority (KCCA). During the annual monitoring for FY 2024/25, focus was on three funded interventions because they accounted for a significant portion of the funds released by 30th June 2025.

Overall Sub-Programme Performance

The performance of the Transport Infrastructure and Services Development Sub-programme, implemented by the MoWT and KCCA, was poor, at 46.1% (Table 3.3). This was due to the poor performance of the intervention to implement an integrated multimodal transportation hub; the fair performance of the intervention to construct and upgrade climate-proof strategic transport infrastructure; and the fair performance of the intervention to strengthen local capacity. The performance of the sub-programme was mainly affected by late releases, which resulted in delays in paying service providers and acquiring the RoW.

Table 3.3: Performance of the Transport Infrastructure and Services Development Sub-programme by 30th June 2025

Intervention	Performance Rating	Remarks
Construct and upgrade climate-proof strategic infrastructure	66.3%	Fair
Implement an integrated multimodal transportation hub	17.0%	Poor
Strengthen local construction capacity	55.0%	Fair
Overall performance	46.1%	Poor

Source: Author's Compilation

Details of the performance of the three (3) interventions monitored are presented hereafter:

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

The annual planned outputs for this intervention were:

- i) Upgrading of strategic national roads from gravel to bituminous standard.
- ii) Rehabilitation of the Tororo–Namanve Railway section.
- iii) Rehabilitation of the Tororo–Gulu Metre Gauge Railway.
- iv) Development of the New Bukasa Port.
- v) Maintenance of upcountry aerodromes.

The annual monitoring for FY 2024/25 focused on the first four outputs, and the findings are presented below.



Overall Performance of the Intervention

The performance of the intervention involving construction and upgrade of climate-proof strategic transport was fair, at 66.3%. This was due to the very good performance of the rehabilitation of the Tororo-Namanve Railway Section; the fair performance of upgrading strategic roads from gravel to bituminous standard and the development of the New Bukasa Port; and the poor performance of the rehabilitation of the Tororo-Gulu MGR Line.

The performance of the intervention was impacted by delays in payments to service providers, particularly the GoU component for the development budget, and the unavailability of the RoW due to delayed land acquisition.

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

Table 3.4: Performance of the intervention to construct and upgrade climate-proof strategic transport infrastructure by 30th June 2025

Output	Financial Performance			Physical Performance (%)	Remark
	Annual Budget (US\$, Bn)	% of Budget Released	% of Release Spent		
Upgrading of strategic roads from gravel to bituminous standard	2,545.774	–	–	50.6	Performance was fair. The projects were affected by delayed payments to service providers, particularly for the GoU component, and delays in acquiring the RoW.
Rehabilitation of Tororo – Gulu Railway Line	110.304	100.0	99.6	47.0	The performance was poor due to delayed payments, which led to the suspension of work for about 3.5 months. The cumulative progress was 48.17% against a planned 51.6% based on the revised work programme after an extension of 218 days.
Rehabilitation of Kampala – Mukono Railway Section	206.348	13.7	100.0	100.0	Performance was very good. The project was complete and was under the DLP. The section between Kampala and Mukono was opened to operations.
Development of the New Bukasa Port	72.243	19.0	100.0	67.6	The performance of the project within the FY was fair. The project's cumulative progress was at 77.31% against a planned 100%. Land acquisition was the major hindrance to project progress. This affected the absorption of the external financial component of the project
Average performance				66.3	Fair performance

Source: Authors' compilation and Field findings



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

Upgrading of strategic roads from gravel to bituminous standard

Upgrading strategic national roads to bituminous standard contributes to the NDP III objective of consolidating and increasing the stock and quality of productive infrastructure. The MoWT planned to upgrade a total of 188 km of gravel roads to bituminous standard during FY 2024/25.

By the end of the financial year, the MoWT was upgrading 26 road development projects (new construction – upgrading from gravel to paved bituminous standards), covering a total of 1,383.76 km. These projects were at various stages of construction (physical progress). A total of 122.43 km equivalent (65% of the annual target) was added to the national network during the financial year. The overall performance of the upgrading roads from gravel to bituminous standard was fair, at 50.6%. The detailed performance of the road projects under the intervention is summarised in Annex B1.

All ongoing monitored projects were behind schedule, mainly due to delays in RoW acquisition, late payments to contractors and consultants, cost overruns, and adverse weather conditions. Payment delays to service providers and land acquisition issues were caused by insufficient disbursements to the Uganda National Roads Authority (UNRA) in the first half of the financial year, which slowed progress and, in some cases, caused work stoppages. As a result of these inadequate disbursements, the MoWT inherited arrears from delayed payments and interest claims to service providers at the time of handover. Despite the fair performance, the construction of Lugogo–Kasozzi (1 km) and Lugogo–Ngoma (6.6 km) approach roads, as well as the upgrading of selected town roads in Pallisa (7.5 km) and Kumi (12.2 km), were substantially completed during the year.

Key performance issues

Inadequate financing of the projects, leading to poor contractor cash flows and ineffective implementation of the Resettlement Action Plan (RAP). The projects experienced cash flow issues, which led to contractors slowing down the work and, in some instances, suspending it altogether. The funding allocation to the projects to cater for the acquisition of the RoW was inadequate compared to the physical works projections. This significantly affected the contractors' progress of works.

Overcommitment by the MoWT. It was noted that the MoWT took on more projects than the available resources could support. As a result, the resource envelope was insufficient to effectively deliver the planned outputs.



Upgrading of selected town roads in Pallisa and Kumi: Left – Completed Mutembei Road in Pallisa Town; Right - Modified junction along the Mbale-Soroti Road in Kumi Municipality



Construction of bridge at Natete along the Natete – Nakawuka Link Road



Fill layer up to the top of the sub-grade along the Kisubi – Nakawuka Road



Erection of the site camp for the Kisoro-Mgahinga road link



Bush cleared section along the Kabale-Lake Bunyonyi road link

Rehabilitation of Tororo–Gulu Metre Gauge Railway

The rehabilitation of the Tororo–Gulu (375 km) MGR line is aimed at reinstating the existing railway infrastructure, which has been non-functional for some time. The Uganda Railways Corporation (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 EUR 39,337,756, which was provisionally revised to EUR 52,056,242.93 to cater for the additional scope of works.

However, the first contract was terminated in July 2022, when the physical works were at 15.47% completion, due to delayed/non-payment of IPCs and unresolved contractual and technical issues,



including design and cost variations. A second construction contract was awarded, and the works commenced on 20th July 2023, with a completion date of 20th July 2025 (24-month contract period) and a 12-month DLP at a cost of US\$ 199,997,631,624.

In FY 2024/25, a total of 140 km of railway was rehabilitated out of the annual target of 298 km. Therefore, the project's performance was poor (47%). This was attributed to delayed payments of the contractor's IPCs, which affected cash flows. As a result, work was suspended for about 3.5 months from 1st July 2024 to 14th October 2024. Subsequently, the contract completion date was revised to 13th February 2026. Based on the revised programme, the cumulative physical progress was 48.17%, compared to a planned 51.6%, with a time progress of 76% by the end of June 2025. The works were behind schedule by 3.67%.

Refurbishment of Kampala–Mukono railway line sections (28 km) project

The Uganda Railways Corporation (URC) undertook the refurbishment of the Kampala–Mukono railway section as part of the broader Malaba–Kampala railway line upgrade. The project involved manufacturing 47,180 concrete sleepers and refurbishing 26.8 km of track, including the Kampala–Namanve (12.4 km), Namanve–Mukono (12.9 km), and loop lines totalling 1.5 km.

Additional works included upgrading eight (8) level crossings, installing 11 turnouts, refurbishing five (5) drainage culverts, 8 km of stone aggregate stabilisation, and installing 18 transition rails to improve safety and reduce maintenance. The EUR 19.84 million contract, funded by a Spanish commercial loan, was awarded to M/S Imathia Construcción S.L. and supervised by URC engineers. The project duration was 26 months (15th May 2022 – 29th July 2024).

On 19th July 2024, a variation order was issued to construct five (5)⁴ more level crossings for an additional EUR 151,470, fully funded by the URC. This extended the contract end date to 29th August 2024. All original and additional works were completed by that date, and a completion certificate was issued. As a result, the Kampala–Mukono railway section reopened for operations, and passenger services resumed. Thus, the project achieved a very good performance (100%) in FY 2024/25.

However, the URC observed ongoing human activity, such as walking and vending along the railway track, leading to ballast contamination and safety concerns. To address this, the URC must intensify public sensitisation and provide designated, safe pedestrian crossing points to maintain operational safety and safeguard infrastructure investment.

Development of the New Bukasa Port

The GoU is constructing a port at Bukasa near Kampala to address future traffic demand across Lake Victoria. The planned infrastructure developments involve the construction of the port and associated marine transport services; and the development of rail and road links to Bukasa Port. The port will be part of the Central Corridor Route, extending from Kampala across Lake Victoria to Mwanza and Musoma in Tanzania, and then on to the Indian Ocean ports of Tanga and Dar es Salaam. Bukasa Port will also connect to the Kenyan port of Kisumu on Lake Victoria and, consequently, to the Indian Ocean port of Mombasa. The New Kampala Port will be developed according to the demand for and increment of cargo capacity in three phases.

⁴ Njerere –1315+040, Kyungu –1312+380, Hilton High School – 1309+620, Mukono Railway Station Access Road – 1308+900, and new access to Industrial Area (New UIA) – 1317+000.



Phase I comprises the preparation of a master plan, preliminary design, and preparatory works and services for the port construction; phase II will involve completing the port to a capacity of 2.3 million metric tons; and phase III will involve the future expansion of the port with additional port basins and cargo handling capacity up to 5.2 million metric tons (peak 7.5 million metric tons). The estimated public sector investment cost for implementing all three phases is EUR 350 million (equivalent to USh 1,400 billion).

The ongoing activities are limited to phase 1, which deals with the master plan of the port as well as the shipyard and ship transportation capacity. Phase 1 activities include: preliminary design; preparation of tender documents; procurement and supervision of preparatory works (access roads and dredging activities); and procurement of services for geotechnical and topographical surveys. Additional activities include technical assistance for operations management and training of the MoWT's personnel.

The phase I works were financed through a loan from the German Ausfuhrkredit-Gesellschaft GmbH Frankfurt (AKA) and Commerzbank AG, Frankfurt. The service provider for the port development was GAUFF GmbH and Co. Engineering KG in association with Gauff Consultants (U) Ltd.

The annual planned outputs for FY 2024/25 were: 50% of swamp removal, dredging, and reclamation works for Bukasa Port completed; project preparatory activities for phase II of the development of Bukasa Port undertaken; and 254 PAPs compensated. By the end of June 2025, the overall cumulative progress of phase I outputs was 77.31%, against a plan of 100%, with a time progress of 107.1%. Swamp dredging/removal works were ongoing, with an estimated cumulative physical progress of 77.36%, while reclamation was at 36.17%. Therefore, the performance of the port project for the financial year was fair, at 67.6%.

Compensation of the PAPs has stalled. A total of USh 29.32 billion (85%) for 1,665 PAPs was paid out against the approved value of USh 34.273 billion for 2,205 PAPs on the project site. The land acquisition process was affected by the delay in implementing H.E. the President's promise of additional compensation, which required the Ministry of Lands, Housing and Urban Development (MLHUD) to procure land for the PAPs. This procurement delay has affected the project implementation timelines.

The project was, therefore, behind schedule and at risk of not being completed on time. The delay in finalising phase 1 works jeopardises the start of phases 2 and 3. To improve the project's performance, the MoWT should commit to paying PAPs within the project site, as the process for additional compensation, as promised by H.E. the president, is being concluded.

3.3.3 Implement an integrated multimodal transportation hub (air, rail, road and water)

The intervention is aimed at optimising transport infrastructure and services investment across all modes. It is implemented by the MoWT (inclusive of the Uganda Civil Aviation Authority (UCAA) and Uganda Railways Corporation (URC)). The planned output monitored was the improvement of ferry services.



The overall performance of the intervention was poor, at 17%, due to the poor performance of the output of improvement of ferry services and construction of landing sites/jetties. The performance of the monitored output under the intervention is summarised in Table 3.5.

Table 3.5: Performance of the intervention to implement an integrated multimodal transportation hub by 30th June 2025

Output	Financial Performance			Physical performance (%)	Remark
	Annual Budget (US\$, Bn)	% of budget released	% of release spent		
Improvement of ferry services and construction of landing sites/jetties	5.012	100	100	17.00	Poor performance. Project performance was affected by the delayed payments of the contractors.
Average Performance				17.00	Poor

Source: Authors' Compilation and Field Findings

Improvement of ferry services and construction of landing sites/jetties

The improvement of ferry services aims to provide safe connectivity across water bodies in the country for passengers and their goods. During FY 2024/25, the MoWT planned to complete the Buyende–Kagwara–Kaberamaido (BKK) ferry and Lake Buyonyi ferry, as well as to construct or rehabilitate landing sites and jetties at Wanseko, Lake Bunyonyi, and Amuru Rhino Camp to guarantee ferry availability.

The performance of the improvement of ferry services was poor, at 17% (refer to Annex B2 for details), mainly due to the suspension of works over delayed payments, termination of contracts, and rising water levels. However, the MoWT still operated a total fleet of 14 ferries along the national road network in FY 2024/25.

3.3.4 Strengthen local construction capacity

To strengthen the local construction capacity, the MoWT planned to undertake several key outputs, and the performance is summarised in Table 3.6. These contributed to the fair performance (54%) of the intervention involving strengthening local construction capacity in the financial year. This was largely brought about by the poor performance of a number of local contractors' classified outputs. The performance of the other outputs was good.

Table 3.6: Performance of the intervention to strengthen local construction capacity key outputs by the end of June 2025

Output	Annual Target	Achieved	% Physical Score	Remarks
Number of regional laboratories constructed and upgraded	3.0	1	76	Good performance. (Kireka -50%, Moroto – 100%, Hoima – 80%)
Number of local contractors classified	100	0.0	0	Poor Performance
Value of construction works carried out by local contractors (% of road works)	40%	35.7%	89	Good performance
Overall physical performance			55	Fair performance

Source: MoWT Annual Performance Reports – FY 2024/25

Despite the very good performance of the value of construction works carried out by local contractors, they undertook preliminary tasks that yielded low returns due to their limited financial and technical capacity. This was further exacerbated by delays in the payment of valued works. Additionally, their productivity was often untimely and unsatisfactory.

The MoWT enforced local content through a reservation scheme during the procurement of rehabilitation and mechanised maintenance for unpaved and paved roads; periodic maintenance of paved and unpaved national roads; low-volume sealed roads (LVSR); swamp improvements; and selected bridge works (short-span bridges and multiple-box culverts). Furthermore, labour-based maintenance of national road contracts is ring-fenced for local content.

Despite efforts to provide work opportunities to local contractors, accessing credit from financial institutions remains a significant challenge, with most local companies unable to qualify for both short-term and long-term loans. Furthermore, these companies lack the capacity to attract and retain the necessary human resources to effectively carry out the projects.

3.3.5 Sub-programme challenges

1. Delayed payment of certificates and invoices for service providers led to suspension of works or slowed progress and attracted interest on delayed payments payable by the GoU.
2. Delayed acquisition of RoW denied contractors full access to sites on upgrading projects on the national road network. This was mainly due to the exhaustion of compensation releases and grievances from the PAPs.
3. Inadequate access to credit from financial institutions by the local contractors has negatively impacted their ability to undertake works and compete for high-value works.
4. Inadequate investment in the water and railway transport (21.3% share of the overall ITIS budget) limits the actualisation of the integrated multimodal transport system.

3.3.6 Conclusion

The performance of the Transport Infrastructure and Services Development Sub-programme was poor, at 46.1%. This was on account of the fair performance of the intervention involving construction and upgrade of a climate-proof strategic transport infrastructure; the fair performance of the intervention entailing strengthening local capacity; and the poor performance of the intervention involving implementing an integrated multi-modal transportation hub.

Under the intervention to construct and upgrade climate-proof strategic transport infrastructure, the performance was fair. This was on account of the very good performance of the rehabilitation of Tororo-Namanve railway section; fair performance of the development of the New Bukasa Port and the upgrading of strategic roads from gravel to bituminous standard; and the poor performance of rehabilitation of the Tororo–Gulu MGR line. The performance of the intervention was affected by delays in payments to service providers for the upgrading road projects and in the acquisition of the RoW, especially the GoU component of the development budget.

The poor performance of the intervention to implement an integrated multimodal transportation hub was due to the poor performance in the improvement of ferry services and the construction of



landing sites/jetties. The performance of the intervention was impacted by the suspension of works by contractors and implementing units due to delayed payments and rising water levels.

The intervention involving strengthening local construction capacity registered fair performance due to the good performance of the outputs of the value of construction works carried out by local contractors on road works and those of the upgrading of regional laboratories. The local contractors, however, continued to execute preliminary works that attract low returns because of their low financial and technical capacity.

3.3.7 Recommendations

1. MoFPED, in collaboration with MoWT, should prioritise the timely release of sufficient funds for land acquisition, particularly in the first half of the financial year. This will facilitate early access to RoW, improve project start-up efficiency, and enhance productivity on national road development projects during the financial year.
2. The MoWT should fast-track the land acquisition process by ensuring that 50–80% of the required RoW is secured and handed over to contractors prior to project commencement. Furthermore, the remaining land acquisition should be finalised within six months of project initiation to prevent site access delays and project interruptions.
3. The MoWT should urgently address the clearing of outstanding payments to contractors and service providers to mitigate the accumulation of interest penalties resulting from delayed payments. A structured disbursement plan linked to project milestones can help ensure financial discipline and prevent suspension of works due to cash flow constraints.
4. The MoWT, through the Programme Working Group (PWG), should scale up investment in railway and water transport infrastructure. This will support the development of an integrated, efficient, and resilient multimodal transport system, reducing over-reliance on the road network and enhancing connectivity and freight efficiency across regions.

3.4 Transport Asset Management Sub-Programme

3.4.1 Introduction

The Transport Asset Management Sub-programme aims to reduce costs associated with transport infrastructure and services while prioritising the management of transport assets. The sub-programme has the following interventions: rehabilitate and maintain transport infrastructure; adopt cost-efficient technologies to reduce the maintenance backlog; scale up transport infrastructure and service information management systems; and enforce loading limits.

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

The MoWT and LGs currently implement this sub-programme in which, previously, 23 UNRA stations spread out across different regions of the country were involved, and were transferred to the MoWT in January 2025. It encompasses all interventions under national and district road maintenance, the rehabilitation of national roads projects, and the District, Urban and Community Access Roads (DUCAR) components, all under the MoWT.



In FY 2024/25, this sub-programme was allocated a budget of US\$ 1,408.61 billion, reflecting a 41.5% increase from the FY 2022/24 budget of US\$ 995.32 billion. By the end of June 2025, US\$ 1,322.96 billion (93.9% of the budget) had been released, and US\$ 884.28 billion (63.8% of the released amount) had been expended. The failure to absorb the available funds was attributed to the release of 68% of the annual sub-programme release in the second half of the financial year.

Out of the four interventions funded in FY 2024/25, two were monitored, and their performance is presented below.

Overall sub-programme performance

The overall performance of the Transport Asset Management Sub-programme was fair, at 51.2%. This was on account of the fair and poor performance of the interventions involving the rehabilitation and maintenance of transport infrastructure and the adoption of cost-efficient technologies to reduce maintenance backlog, respectively. The performance of the sub-programme was a result of disbursement inefficiencies through the financial year. Therefore, the implementing agencies did not undertake all the planned force account activities on the road network within the financial year, with the majority of the works implementation spilling over into FY 2025/26. This performance also suggests that the sector's efforts to increase the service life of the transport infrastructure will not yield significant results in the medium term.

The performance of the intervention to rehabilitate and maintain transport infrastructure was fair (63.7%), and this was majorly due to insufficient releases in the first half of the financial year and late release of funds (majority of the funds were made available in Q4) to the implementing agencies during the financial year. It should, however, be noted that the financial allocations for the outputs under this intervention were below both the projections and the needs. For example, the maintenance budget for the national roads and DUCAR network was US\$ 403.255 billion in FY 2024/25, compared to the annual requirement of US\$ 1.25 trillion (USD 350 million).⁵ Thus, the FY 2024/25 allocation to road maintenance was merely 32% of the required funding.

Table 3.7 summarises the performance of the Transport Asset Management Sub-programme for each intervention.

Table 3.7: Physical performance of the Transport Asset Management Sub-Programme by 30th June 2025

Intervention	Performance
Rehabilitate and maintain transport infrastructure	Fair (63.7%)
Adopt cost-efficient technologies to reduce maintenance backlog	Poor (38.6%)
Overall Performance	Fair (51.2%)

Source: Author's Compilation

Details of the performance are presented hereafter:

⁵ National Integrated Transport Master Plan 2021 – 2040.



3.4.2 Rehabilitate and Maintain Transport Infrastructure

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

The annual planned outputs under this intervention were:

- i) National roads rehabilitation of the paved network.
- ii) Construction of bridges on the national road network.
- iii) Maintenance of the paved and unpaved national road network.
- iv) Maintenance of the district and community access road (DUCAR) network.
- v) Kampala Capital City Authority (KCCA) Urban Road Network Development.
- vi) Construction of bridges on the DUCAR network.
- vii) Rehabilitation of Community Access Roads (CARs).
- viii) Rehabilitation of district roads.
- ix) Sealing of urban roads.

Seven out of nine outputs were monitored. The overall performance of the intervention was fair at 62.3%. This was due to the inadequate and late release of funds to the implementing units, agencies, and projects, as well as the heavy rains experienced in Q1 and Q2. The performance of the intervention to rehabilitate and maintain transport infrastructure is summarised in Table 3.8. Detailed performance of each output under the intervention outputs per agency or project monitored is presented in Annexes B3 – G.

Table 3.8: Performance of the intervention to rehabilitate and maintain transport infrastructure by 30th June 2025

Output	% budget released	% of release spent	Physical Performance (%)	Remark
National roads rehabilitation of the paved network	–	–	33.0	Poor performance attributed to the delayed payment of contractors, which led to a scaling down or suspension of works by the contractors
Construction of bridges on the national road network	–	–	66.5	Fair performance attributed to the delayed payment of contractors, which led to the suspension of works.
Maintenance of paved and unpaved national roads network (periodic, routine and manual)	69.8	98.0	83.3	Good performance. Performance was affected by delayed disbursement of funds (48% of release in Q4 with no Q3 release), heavy rains, and non-payment of contractors.
Maintenance of the DUCAR network (periodic, routine and manual)	–	–	76.3	Good performance. However, the performance was affected by delays in the disbursement of funding to the LGs.
Construction of bridges on the DUCAR network	100.0	99.5	56.4	Fair performance as a result of the release of 80% of the budget in the second half of the FY and flooding of the sites that led to the suspension of works on some projects.



Output	% budget released	% of release spent	Physical Performance (%)	Remark
Rehabilitation of district roads	98.8	100	59.4	Fair performance. Performance was affected by the late release of funds to the implementing units (75% of releases in Q4).
Sealing of urban roads	100.0	99.6	70.9	Good performance. Despite the good performance, the achievement of planned outputs was affected by inadequate allocation of funding to the project, and lack of equipment to undertake the civil works.
Average performance			63.7	Fair performance

Source: Author's Compilation and Field Findings

Findings of the outputs monitored are presented hereafter:

National roads rehabilitation of the paved network

UNRA implemented this intervention in the first half of the financial year, whereas the MoWT took over in the second half of the financial year. This involves the rehabilitation/reconstruction of the paved national roads that have deteriorated below the required service levels.

During FY 2024/25, UNRA planned to rehabilitate an equivalent of 247 km across nine (9) roads on the national network. The planned rehabilitation sections were on the following roads: Tororo–Mbale–Soroti (150.8 km), Soroti–Dokolo–Lira–Kamdini Road (189.4km), Mityana–Mubende Road (86 km) and Mityana Town Roads (14 km), Alwii–Nebbi (33 km), Kampala–Jinja Road (77 km), Olwiyo–Pakwach Road (62.5 km), Busunju–Kiboga–Hoima Road (145 km), Karuma–Olwiyo (43.5 km), and Matuuga–Semutto–Kapeeka Road (41 km). These projects were at different levels of progress.

The overall physical performance of the rehabilitation of the paved national road network was poor, at 33% (refer to Annex B3 for details). A total of 147.22 km equivalents (59.6% of the annual targets) of the national roads were rehabilitated. The performance was attributed to the delay in the payment of contractors' IPCs, which led to a scaling down or suspension of works by the contractors. Notably, works on the Mityana–Mubende, Karuma–Olwiyo (43.5 km) and Olwiyo–Pakwach (62.5 km) Road projects were halted during the financial year due to delayed payment. Additional challenges included delays in the finalisation and approval of design reviews, torrential rainfall, and inadequate mobilisation of contractors. Consequently, all the monitored projects were behind schedule.

Challenge

Funding shortfalls and delayed payments: Most of the rehabilitation projects stalled or experienced slowed progress because of constrained budgetary allocations. This led to delayed payments of the contractors, hence affecting their cash flows. As a result, works progress was slowed down or suspended on most of the projects.

Recommendation

The MoWT should prioritise funding allocation to the rehabilitation projects. These projects should be executed in a phased manner.



Top of subgrade layer for Masaka–Kyotera Road



A completed culvert along Masaka–Kyotera Road

Construction of bridges on the national road network

The Ministry of Works and Transport implements the construction of bridges on the national road network, having taken over from UNRA after December 2024. During FY 2024/25, the works were planned to be implemented on 12 strategic bridges across the national road network.

The overall performance of the construction of bridges on the national road network was fair, at 66.5%. Three bridges – Osu Bridge on Arua–Biliafe–Otrevu Road in Arua District, Kochi Bridge on Keri–Midigo–Kerwa Road in Yumbe District, and the emergency restoration of Karuma Bridge along Kampala–Gulu Road – were substantially completed. Other bridge projects executed in the financial year 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 78%; Lot 2: Kyanya Bridge on Mobuku–Maliba–Kyanya–Ibanda Road and Isango Bridge on Bwera–Kithoma–Kiraro Road was at 71.24%; Lot 1: Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa Bridges along Bukuku–Rubona Road was at 31.84%.

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 42.79%; 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 82%; Lot 3: Alla (Anzuu) Gazi (Rhino Camp), and Aca (Rhino Camp) was at 87.8%; emergency reconstruction of selected sections along Kampala–Masaka Road damaged by floods under design and build for Katonga Bridge (2.7 km), Lwera swamp (11.6 Km) and Kalandazi swamp (1.5 Km) – 42%.

All monitored bridge construction projects were behind schedule, apart from the Katonga Bridge project along Kampala–Masaka Road, with some construction sites having had works suspended during the financial year. This was mainly attributed to delayed payment of contractors' IPCs. Details of the performance of the bridges are in Annex B4.



Karuma Bridge along Gulu-Kampala Road: Left – Completed bridge deck with the expansion joints and solar street lights installed; Right – Gabion protection works and preparation for grassing of the embankment



Completed Odrua Bridge structure along Arua-Vurra-Custom-Paidha-Goli Road on the border of Arua and Zombo District



Completed Kochi Bridge structure and the paved approach roads on Keri-Midigo-Kerwa Road in Yumbe District



Completed box culvert at the Bwera Bridge



Completed box culvert within Lwela Swamp crossing along Kampala-Masaka Road



Completed bridge at Mpanga along Ruboni-Bukuku Road with approaches yet to be worked on



Completed one-cell box culvert at Nyabuswa along the Bukuku-Ruboni Road



Installation of geotextile material within Lwela Swamp crossing along Kampala–Masaka Road



Completed abutment at the Katonga Bridge along Kampala–Masaka Road

Maintenance of paved and unpaved national road network (periodic, routine, and manual)

The national roads maintenance (NRM) of the paved and unpaved network is funded and implemented by the MoWT through a total of 23 stations, previously under UNRA, in different regions of the country. It involves maintenance activities on a total of 21,200 km across the national roads network, ferry services or inland water transport services, and axle load control throughout the network. Its goal is 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 MoWT stations are responsible for executing force account activities through routine mechanised maintenance work. In addition, they provide supervision services for labour-based contracts for routine manual maintenance, as well as for periodic maintenance contracts and framework contracts for mechanised road maintenance.

For the FY 2024/25, the planned outputs for the NRM were:

- i) Routine manual maintenance: 5,135.4 km of paved and 14,409.1 km of unpaved roads maintained.
- ii) Routine mechanised maintenance: 1,909.8 km of paved roads and 6,297.8 km of unpaved roads maintained.
- iii) Periodic maintenance: 13.9 km of paved and 3.7 km of unpaved roads.
- iv) Framework contracts instituted on 506 km of paved and 2,562.1 km of unpaved roads.

For the annual monitoring of FY 2024/25, the NRM was monitored at six (6) MoWT stations: Kasese (431.8 km), Kitgum (1064.1 km), Lira (1037.4 km), Masindi (650.1 km) Mpigi (694.4km), and Tororo (647.3 km), which had a combined road network of 4525.1 km (21.3% of the national road network). Details of the planned outputs at each station are summarised in Annexes C1–C12.

The overall performance of the NRM for both the force account and contracts components at the six MoWT stations was good at 83.3%. This performance implied sustained interconnectivity on the national road network since there was an attempt to keep the national road network motorable and in fair condition throughout the financial year. The performance of the monitored MoWT stations is shown in Table 3.9.



Force account: The physical performance of the force account component of the NRM was good, at 78.1%. The MoWT stations mainly focused on addressing emergencies caused by the heavy rains that severely impacted the unpaved national road network in the first half of the financial year. The performance of the force account component of the NRM was affected by delayed release of funds (48% of the release was in Q4, with no release in Q3), inadequate equipment, and torrential rains.

Contracts: The overall performance of the periodic and framework contracts for the six MoWT stations monitored was good, at 88.5%. This was mainly attributed to contracts rolling over from the previous financial year that were completed in the first half of the financial year. The good performance alleviated the stations' maintenance workload, representing a positive stride towards reducing the maintenance backlog. The performance of contracts was, however, affected by the heavy rains and the delayed payment of the contractors' IPCs.

Details of the performance for both force account and contracts at each station are provided in Annexes C1 – C12.

Table 3.9: Performance of national roads maintenance per MoWT station as of 30th June 2025

MoWT Station	Financial Performance		% Physical Performance		Remark
	% Budget Released	% Release Spent	Force Account	Contracts	
Kasese	65.2	95.9	82.8	100	Overall, physical performance was very good, at 91.4%. Despite the very good performance, the stations' fund allocation was inadequate compared to the road maintenance needs.
Kitgum	72.0	99.8	50.4	89.7	Overall, physical performance was good, at 70.1%. However, the station faced challenges of budget cuts, equipment breakdowns and shortage of fleet and plant assistants.
Lira	69.7	98.3	82.9	86.9	Overall, physical performance was good, at 86.9%. However, the station faced challenges of budget cuts and delayed payments to contractors.
Masindi	72.4	97.9	72.1	97.2	Overall, physical performance was good, at 84.7%. Despite the good performance, the station faced delays in the execution of force account activities due to the lack of a low-bed to facilitate the movement of slow-moving equipment to the required site destinations.
Mpigi	–	–	86.9	99.6	Overall, physical performance was very good, at 93.25%. However, performance was affected by delays in the release of funding to the station.

MoWT Station	Financial Performance		% Physical Performance		Remark
Tororo	–	–	93.3	57.5	Overall, physical performance was good, at 75.4%. Performance was impacted by emergency works, equipment breakdowns, untimely releases and non-payment of contractors.
Average performance	69.8	98.0	78.1	88.5	The performance of both force account and contracts was good.
Overall Average Physical Performance				83.3	Good performance

Source: Authors' Compilation and Field Findings



Kitgum MoWT Station: A well-graded and shaped section of Kilak–Adilang Road (65 km) at km 36+300 in Agago District, done using force account



Kitgum MoWT Station: A well-graded and shaped section of Patongo–Kalongo Road (65 km) at km 0+000 in Agago District, done under a framework contract



Lira MoWT Station: Spreading of dumped gravel at km 3+700 along Lira–Boroboro–Aboke (41 km) under framework contract



Lira MoWT Station: A graded section at km 10+100 with a deteriorated surface along Lira–Boroboro–Aboke (41 km) under framework contract



Tororo MoWT Station: A section along the Malaba–Mella–Tuba (26 km) Road with a culvert crossing but no end structures at km 10+500 in Tororo District, done using a framework contract



Tororo MoWT Station: Patch works along the Busumbu–Lwakhaka Road at the Lwakhaha border in Namisindwa District done using force account mechanism



Masindi Station: Gravelled section using force account along the Ihungu–Bulyamusenyu Road



Masindi Station: Gravelled section of the Masindi–Rwenkunya using framework contract



Kasese Station: Maintained swamp crossing along the Kisinga–Kyarumba–Kabirizi Road



Kasese Station: Gravelled section of the Katunguru–Ishasha Road

Key Issues

i) 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.*



ii) Late downstream disbursement of funds leading to delays in the implementation of works. All monitored stations did not receive Q3 funds and received 48% of the total release in Q4. *This affected the timely execution of planned works, hence compromising the quality and serviceability of national roads.*

iii) Heavy rains received in the months of September, October, and November stalled maintenance works on gravel roads and resulted in numerous emergencies across the road network. These rains have further damaged the finished roads. *The risk is delayed implementation of planned works and increase in maintenance backlog.*

iv) Obsolete equipment associated with frequent breakdowns and yet inadequate for the road network-affected force account implementation. The MoWT stations do not have excavators for excavating and loading gravel, as well as low beds to facilitate the deployment 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.*

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

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

In FY 2024/25, Parliament appropriated the Works and Transport Rehabilitation Development Grant (Renamed Road Maintenance Grant), additional funding of US\$ 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 MoWT road maintenance guidelines to utilise the grant towards maintenance.

For FY 2024/25, the planned outputs of the maintenance of the DUCAR were:

- i) Routine manual maintenance: 320.1 km of paved and 15,175.2 km of unpaved roads maintained.
- ii) Routine mechanised maintenance: 162.1 km of paved roads and 9,066.2 km of unpaved roads maintained.
- iii) Periodic maintenance: 13.5 km of paved and 890.2 km of unpaved roads.

The annual monitoring of the DUCAR in FY 2024/25 covered seven districts, four cities⁶, and two municipalities.⁷

The overall physical performance of the DUCAR maintenance was good, at 76.3%. 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 arising from the RAPEX exercise; torrential rains experienced in during the financial year that

⁶ Fort Portal, Gulu, Masaka, Mbale

⁷ Kapchorwa, Nebbi

disrupted mechanised maintenance; and inadequate mechanical imprest. The performance of the maintenance of the DUCAR and the Road Maintenance Grant is summarised in Table 3.10. Details of performance per DUCAR agency monitored are in Annexes D1–D24.

Table 3.10: Summary performance of the DUCAR maintenance by 30th June 2025

DUCAR Agency	URF funding		Road Maintenance Grant (MoWT)		% Physical Performance		Remarks
	% of Budget Released	% of Release Spent	% of Budget Released	% of Release Spent)	URF Funding	Road Maintenance Grant	
District Local Governments Road Maintenance							
Bushenyi	84.1	100.0	100.0	100.0	93.2	100.0	Very good performance
Kakumiro	87.0	100.0	100.0	100.0	100.0	100.0	Very good performance
Kween	84.1	100.0	100.0	99.9	80.4	53.0	Fair performance
Lamwo	84.1	100.0	100.0	100.0	0.0	50.0	Poor performance
Mubende	84.0	100.0	100.0	100.0	62.6	91.3	Good performance
Nebbi	90	100	100.0	100.0	100.0	80.0	Very good performance
Tororo	84.1	100.0	100.0	100.0	30.1	81.4	Fair performance
City road maintenance							
Fort Portal	84.0	100.0	100.0	100.0	100	97.4	Very good performance
Gulu	–	–	100.0	100.0	60.0	80.0	Good performance
Masaka	84.0	100.0	100.0	100.0	100.0	100	Very good performance
Mbale	86.4	100.0	100.0	100.0	83.3	64.4	Good performance
Municipal council (mc) road maintenance							
Kapchorwa	84.1	100.0	100.0	100.0	68.6	54.3	Fair performance
Nebbi	84.1	100.0	100.0	100.0	75	98.0	Good performance
Average performance	85	100	100	100	71.7	80.8	Good performance
Overall performance						76.3	Good performance

Source: Field Findings and Author's Compilation



Kween District: An opened and widened section with rock outcrops at km 3+200 on Kapteror-Kapnarkut Road (4.5 km) using the Road Maintenance Grant



Kween District: A deteriorated graded section at km 2+000 along Atari-Mokotyo Road (14.5 km) using the Road Maintenance Grant



Lamwo District: A well-graded and shaped section with overgrown road grass at km 9+300 along Kitikiti-Paracelle Road (16.1 km) using the Road Maintenance Grant



Lamwo District: A well-graded and shaped section with an installed culvert line at km 13+000 along Kamama Central-Apyeta South Road (29.3 km) using the Road Maintenance Grant



Nebbi District: A well-graded section at km 8+000 along the Nyaravur-Parombo Road (16.2 km) using the Road Maintenance Grant



Nebbi District: A graded section at km 3+900 along Rero-Afoda Road (6.8km) using the Road Maintenance Grant



Tororo District: A well-graded and shaped section pending gravelling at km 3 +000 along Iyolwa – Poyem (4.4 km) using the Road Maintenance Grant



Tororo District: A raised section in the swamp along the Morikiswa–Peipei Road (5.3km) at km 0+800 using the Road Fund Grant



Gulu City: Ongoing drainage construction across Dr. CP Opira Road in Laroo Division under the Road Maintenance Grant



Gulu City: A well graded and gravelled section at km 1+100 along Brother Elio Road (2.5 km) in Bardege Division under the Road Maintenance Grant



Mbale City: A well-graded and shaped section at km 1+800 along Namanyonyi–Makudyi Road (3 km) under the Road Maintenance Grant



Mbale City: Patch works on Nkokonjeru Court Road (0.2 km) in Namanyoni Ward under URF



Kapchorwa Municipality: An installed 900 mm diameter culvert line at km 1+000 without end structures on Kapteret–Kaptul–Kabat (4.3 km) under the Road Maintenance Grant



Kapchorwa Municipality: A completed Kaptul Bridge decking at km 4+200 on Kapteret–Kaptul–Kabat Road (4.3 km) under the Road Maintenance Grant



Nebbi Municipality: A well-graded section of Mission Road (0.2 km) in Central Division under URF



Nebbi Municipality: Drainage improvement works of stone pitching along Pithua Road (1.4km) in Tahata Division under the Road Maintenance Grant



Bushenyi District: Bishop Ogezi Road graded and spot gravelled using the Road Maintenance Grant



Mubende District: Kasolo–Mugungulu–Nabikakala Road graded section implemented using the Road Fund



Mubende District: A graded Butawata–Katambogo Road implemented using force account



Kakumiro District: Nkondo–Kijurya–Bikumi road implemented under the URF



Key issues under the DUCAR

1. The imbalance of funds in the road sector favouring road development over maintenance has led to declining IPFs for roads maintenance. *This escalates the maintenance backlog on the DUCAR network.*
2. Lack of road equipment 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 are received simultaneously. *This poses a risk of higher cost of road maintenance due to over-reliance on expensive equipment hire.*
3. Delayed disbursement of funds to LGs: On average, funds were received by agencies from the MoWT more than 30 calendar days from the start of each quarter, with zero release in Q4. This had a ripple effect of delays in the execution of work at the spending agencies. *This affected the timely execution of works as planned.*
4. Lack of reliable and adequate supervision vehicles, *which led to inadequate supervision and management of the road network.*

Construction of bridges on the DUCAR network

The construction of bridges on the DUCAR network is carried out by the MoWT through the Rural Bridges Infrastructure Development Project. The DUCAR network is characterised by swamps and old bridges that have become impassable, hindering population connectivity and the movement of goods. This project aims to contribute to both the second development objective of the NDP III and the ITIS Programme objectives by constructing and rehabilitating bridges on the DUCAR network, which is the largest road network in the country.

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. In FY 2024/25, the budget for the project was US\$ 24.980 billion, of which all (100% of the budget) was released and US\$ 24.86 billion (99.5% of the release) expended by the end of June 2025.

The planned activities in FY 2024/25 were to achieve 100% cumulative construction works for Karujumba Bridge (Kasese), Bugibuni Bunadasa Bridge (Sironko), Kadokolene Swamp crossing (Budaka), Osudan–Abarila Swamp crossing (Katakwi), Funguwe–Muwafu Swamp crossing (Tororo), and Aleles Bridge (Pallisa).

Other planned activities included construction of four (4) cable footbridges by the Bridges to Prosperity (B2P) in hard-to-reach areas; 100% cumulative construction for one metallic ladder in an inaccessible hilly rural area in Mt Elgon; and procurement of culverts, gabions and geotextiles. Additionally, they included detailed designs of Ora Bridge III (Madi-Okollo), Ora Colonial Bridge (Madi-Okollo), and Katete (Mbarara City).

By the end of FY2024/25, the overall performance of the construction of bridges on the DUCAR network was fair, at 56.4% (see Annex E for details). The performance was greatly affected by the delayed release of 80% of the budget (in the second half of the financial year) 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.

The achieved milestones include the completion of: Bugibuni Bunadasa Bridge (Sironko); Aleles Bridge (Pallisa); Karujumba Bridge (Kasese); Kadokolene Swamp crossing (Budaka); Ssezibwa (Bulandi–Gyira) Swamp crossing; a metallic ladder in an inaccessible hilly rural area in Mt Elgon (Namgwi) in Bulambuli; four cable trail bridges (Nkisyia, Kahondo Church, Nyakeina–Kabira, Kikaada) in hard-to-reach areas for all regions in Uganda; and the completion of four detailed bridge designs. The progress of other bridges was at various levels (refer to Annex E for details).



Mobilised materials in preparation for the construction of bridge works at Kiyanja Swamp crossing in Ntoroko District



Ongoing construction works at the Nyakeina–Kabira Cable Bridge in Rukiga District



Mobilised hardcore, sand aggregate for the construction of Bikongozo box culvert in Rukungiri District



Foundation works for the construction of Haibaale Swamp crossing, Kakumiro District



Abarila Swamp crossing on the border of Katakwi and Amuria Districts – ongoing river training



Reinforcement works for the box culvert of Kwapa Bridge project in Tororo District



Aleles Bridge in Pallisa District: The bridge structure



Aleles Bridge in Pallisa District: The deck of the bridge



Kadokoleni Swamp crossing in Budaka district: Left – The approach road work; Right– Ongoing works of fixing a guard rail along a two-cell box culvert



Metallic ladder in Mt Elgon (Namgwi) in Bulambuli District: The steel metallic ladder



Metallic ladder in Mt Elgon (Namgwi) in Bulambuli District: The stone masonry steps leading to the metallic ladder



Funguwe-Muwafu Swamp crossing in Tororo District: Left – Three-cell box culvert with gabion protection works



Funguwe-Muwafu Swamp crossing in Tororo District: A raised section of the swamp



Rehabilitation of district roads

The Rehabilitation of District Roads (RDR) aims to reduce transport costs and enhance connectivity within Local Governments by improving the condition of the DUCAR network. Many of these district roads are currently in poor condition; the project, therefore, seeks to rehabilitate them to prevent further deterioration and ensure their long-term functionality.

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 2024/25 were: the opening and grading of 63 km and gravelling of 30 km of roads using force account in 38 districts⁸ across the country; and monitoring and capacity-building support.

The scope of the rehabilitation works for the district roads majorly 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 DRRU monitored are presented hereafter.

The overall performance of the rehabilitation of district roads intervention was fair, at 59.4%. Despite the very good financial performance, the scope of the planned activities was not achieved on most of the roads during the financial year due to inadequate and late releases (zero release in Q1 and the release of 75% of the total disbursement in the last quarter of the financial year). A significant proportion of the FY2024-25 funding was spent on payment for arrears from the previous financial year. The performance of the rehabilitation of district roads is summarised in Table 3.11. Details of performance per DRRU are set out in Annexes F1–F3.

Table 3.11: Performance of rehabilitation of district roads per force account Unit by 30th June 2025

Force Account Unit	Annual Budget (Million USh)	% of Budget Released	% of Release Spent	Physical Performance Score (%)	Remarks
DRRU – East	1,499.999	100.0	100.0	41.00	Poor performance
DRRU – Jinja	938.027	100.0	100.0	47.50	Poor performance
DRRU – North	1,777.745	95.3	100.0	49.16	Poor performance
DRRU – West	1,777.745	100.0	100.0	100.00	Very good performance
Overall performance		98.8	100.0	59.4	Fair performance

Source: Author's Compilation

⁸ Amuria, Nakapiripirit, Busia, Butaleja, Serere, Tororo, Katakwi, Kapelebyong, Otuke, Omoro, Nwoya, Oyam, Madi-Okollo, Alebtong, Pader, Lira, Kole, Lwengo, Kyankwanzi, Masaka, Luweero, Kayunga, Nakasongola, Buhweju, Kisoro, Kabarole, Kasese, Kazo, Rakai, Kiruhura, Namutumba, Kaliro, Buyende, Jinja, Namayingo, Kamuli, Bugweri, Luuka.

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 affected by the following:

- i) The majority of the funds (on average, 75% of the annual release) to the implementing units were received in the fourth quarter.
- ii) Insufficient and late release during the FY, with zero release in the first quarter.
- iii) Late disbursement of funds to the force account implementing units.
- iv) Heavy rains, especially in the first half of the FY, which hindered implementation.
- v) Equipment breakdowns that result in extended downtimes.
- vi) Procurement delays for supplies like culverts and cement.



DRRU-East: A section through Akare Swamp at km 2+700 along the Oimai–Arute Road (9 km) in Amuria District



DRRU-East: Ongoing swamp raising and Armco culvert installation works at km 9+000 along the Kapelebyong–Okungur Road (13.4 km) in Kapelebyong District



DRRU-Jinja: Left – A well-graded, shaped and gravelled raised section in a swamp at km 3+500 along the Igeyero–Namatolo–Bukapala Road (4.4km) in Jinja District



DRRU-Jinja: Ongoing swamp raising works in Naigombwa Swamp (2 km) at the border of Kaliro and Namutumba Districts



DRRU-North: Left – A well-graded, gravelled and compacted section at km 1+900 along the Teboke–Aboke–Alito–Ogur Road in Kole District



DRRU-North: A low-lying section yet to be worked on at km 2+800 long the Alooi–Ogini–Kakira PS Road (3 km) in Alebtong District



DRRU-West: Left – A completed section of Kyarukoka–Rugoiga–Kihaguzi–Binyinya–Kisaigi road in Kakumiro District



DRRU-West: A completed section along the Kabogore–Ijwara Road in Kazo District

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 account and contracting modes of implementation.

The MoWT planned to construct and rehabilitate a total of 8 km of urban roads in FY 2024/25. 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 Kyengera.

The overall performance of the sealing of urban roads within the financial year was good, at 70.9%. This was attributed to the adequate release of funds at 100%. The key achievements included completing the Arkright Estate roads (4.16 km).

The other projects were at different levels of progress: New Shimoni PTC in Kira MC (3.4 km), at 90%; Kafunta–Buwampa Road (9.5 km) in Njeru MC, at 75.5%; Blaire Road, Maya Nature Resort (3.41 km), at 75.5%; Sekitoleko Road (0.85 km), at 64.2%; Charles Ogwen and Access Links, Bakulumpangi Roads in Kira MC (totalling 2.185 km), at 64.5%; Mother Kevin and Nsuube Roads (1.2 km), at 56%; and JC Kiwanuka Road (1.0 km), at 65%.

The performance was majorly affected by inadequate equipment spread thin across numerous sites; the 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 the compensation of Project-Affected Persons (PAPs). It was also noted that the compensated PAPs have not vacated the premises and, as such, the ministry will need to enforce their vacation. Details of the performance of the sealing of urban roads are presented in Annex G.



Partially spread gravel for the base works along Mother Kevin and Nsuube Road in Nkonkonjeru



Stabilisation with lime for the base along Mother Kevin and Nsuube Road in Nkonkonjeru



Asphalt surfaced section along Kafunta–Buwampa Road in Njeru



Compensated structures yet to relocate along Kafunta–Buwampa Road in Njeru



3.4.3 Adopt cost-efficient technologies to reduce maintenance backlog

To reduce the backlog, maintenance of the district road network, and road sealing technologies such as the low-cost seals and Probase were implemented by the MoWT.

In FY 2024/25, the MoWT planned to seal 78.4 km of selected low-volume roads using low-cost sealing (LCS) technology in the districts of Mukono, Kayunga, Kirembo, Nakapiripirit, Kalangala, Katakwi, Sembabule, Mitooma, Wakiso, Masaka, Namutumba, Kasese, Lwengo, and Mayuge.

Additional planned activities were the completion of the construction of 20.2 km of Kayunga–Nabuganyi Road in Kayunga District, 4.8 km of Nansana–Kireka–Biira in Wakiso District, and 23 km of Kakiri–Masulita–Mawale Road in Nakaseke District, using Probase technology.

Monitoring and performance of this intervention focused on the implementation of sealing low-volume roads using low-cost sealing technology. The overall performance of the implementation of the low-cost seals was poor, at 38.6%. A total of 30.3 km was achieved. The MoWT achieved 98% completion of the Probase projects.

The performance of this intervention was impacted by insufficient allocations to the projects, which caused delays in paying contractors.

The implementation of the project faces public resistance, as residents often block mitre drains, resulting in premature road pavement failure. Maintenance of LCS roads is inadequate, compromising the infrastructure's lifespan. The MoWT should enhance public awareness regarding proper road usage and provide training in road maintenance to encourage participation.

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. This results in a reduced lifespan of the road infrastructure and an increase in the maintenance backlog.
- ii) Insufficient numbers of sound equipment at the MoWT force account implementing units, municipalities and cities. Currently, the sharing of district equipment across all the implementing agencies (stations, districts, cities, municipalities, town councils and sub-counties) is not sustainable for efficient road maintenance.
- iii) Delayed disbursement of funds from the MoWT to the force account implementing units affected timely implementation. There were some quarters of zero release and the biggest percentage of the annual release was availed in Q4 to some of the key implementing units.
- iv) The allocation of funds to the regional mechanical workshops, which are supposed to offer repair services, does not match the roads maintenance needs of the equipment unit inventory under the MoWT and, as such, the equipment breakdowns are not addressed promptly.

3.4.5 Conclusion

The performance of the Transport Asset Management Sub-programme was fair, despite good financial performance. The performance of the rehabilitation and maintenance of transport infrastructure intervention was fair, while that of the adoption of cost-efficient technologies to reduce maintenance backlog intervention was poor. Hence, the transportation infrastructure was not adequately maintained, which compromises its longevity. The outputs of maintenance of the national road network and maintenance of the DUCAR network had good performance, while the national roads rehabilitation of the paved network had poor performance.

Despite its critical role in extending the lifespan of infrastructure and reducing transport costs, the sub-programme is severely constrained by systemic issues. Key limitations include persistent, inadequate indicative planning figures compared to the maintenance needs, late release of funds with zero releases in some quarters, insufficient equipment and inadequate mechanical imprest. This situation affects access to social and economic services due to the poor condition of the transport infrastructure and increases future maintenance costs.

The sub-programme's fair performance thus highlights that without adequate and timely funding, as well as efficient disbursement, efforts to rehabilitate and maintain Uganda's transport infrastructure remain insufficient, leaving the network vulnerable to rapid deterioration and higher long-term costs.

3.4.6 Recommendations

- i) The MoWT and MoFPED, through the Programme Working Group (PWG), should shift focus towards maintaining the existing transport infrastructure to enhance the sustainability of these public investments. This will require a rebalanced approach to investment priorities, ensuring they align with the needs assessment of the current transport infrastructure.
- ii) The MoWT should procure road units for municipalities, cities, and stations lacking equipment. Additionally, the MoWT should establish a robust maintenance and repair system through the Regional Mechanical Workshops to promptly address any issues with the sound equipment. This may involve strengthening the existing technician teams or outsourcing maintenance services to reliable providers.

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 reducing congestion and improving travel time within the urban areas.

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



The budget for this sub-programme was US\$ 291.64 billion, of which US\$ 245.908 billion (84.3%) was released and US\$ 244.819 billion (99.6%) expended by the end of June 2025. However, 68% of the release was made available in the second half of the financial year. Monitoring focused on two interventions, which were funded in the FY. The overall performance of the sub-programme was rated fair, at 56.8%. This poor performance was greatly contributed to by the underachievement of the planned outputs under the acquisition of infrastructure/utility corridors intervention.

3.5.2 Acquisition of infrastructure/utility corridors

Land acquisition is the process through which the MoWT acquires land 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 performance of the intervention was poor, at 38.6%. The MoWT acquired 242 acres (52.2%) against 464 acres for the RoW of the Standard Gauge Railway (SGR); and 184 hectares (43.6%) out of 422 hectares in preparation for the acquisition of the RoW for the remaining sections of the SGR. For the development of the New Port at Bukasa Project, compensation of the pending 254 PAPs was not undertaken. A total of 300 (50%) out of 600 PAPs were compensated along the Tororo–Gulu Metre Gauge Railway (MGR).

The MoWT planned to acquire a total of 552 hectares for the RoW for national road upgrading projects. By the end of the financial year, only 260.283 hectares (47.2%) had been acquired. Performance under this intervention was constrained by inadequate financial allocations to meet project RoW requirements. Although the funds released were fully utilised, the overall funding was insufficient to cover the compensation of PAPs. Consequently, compensation coverage across projects remained low, adversely affecting the performance of the Transport Infrastructure and Services Development and Transport Asset Management Sub-programmes.

3.5.3 Develop and strengthen transport planning capacity

The performance of the intervention was rated good, at 75%. The MoWT reviewed and updated one (100%) transport planning system; one (50%) out of the two transport surveys was conducted on the national road network acquired; and one (25%) out of four (4) transport planning tools was acquired. The planned staff training in specialised transport planning systems was not conducted. The Programme Statistics Plan and the Non-Motorised Transport (NMT) Implementation Strategy were both prepared as planned.

3.5.4 Sub-programme challenge

The performance of the sub-programme was affected by inadequate allocation of funds leading to shortfalls in compensation of the PAPs.

3.5.5 Conclusion

The sub-programme registered fair performance (56.8%). Despite the fair performance, the acquisition of the RoW for the project corridors had poor performance on account of the mode of release of funds (back-loading), with 68% of the release received in the second half of the FY. Consequently, this affected the achievement of targets under the Transport Infrastructure and Services Development Sub-programme.

3.5.6 Recommendations

1. The MoWT should prioritise funding for the acquisition of the RoW to facilitate fast-tracking of the compensation of the PAPs.
2. The compensation of PAPs on projects should be done in such a way that there is a continuous section of acquired RoW to enable contractors to work.
3. For future projects, at least 50% of the RoW should be made available to the contractors before commencement of the project works and it should be ensured that the acquisition of the RoW is completed within six (6) months after commencement of any project.

3.6 Transport Regulation Sub-Programme

3.6.1 Introduction

The Transport Regulation Sub-programme aims to strengthen and harmonise the policy, legal, regulatory, and institutional framework for infrastructure and services. The interventions of the sub-programme are:

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

The sub-programme is implemented by the MoWT. The intermediate outcome is a reduction in fatality and casualties per mode of transport.

For FY 2024/25, the sub-programme budget increased by 37.3%, from US\$ 141.63 billion in FY 2023/24 to US\$ 194.479 billion. By the end of June 2025, US\$ 184.44 billion (94.8%) was released, and US\$ 183.93 billion (99.7% of the release) was expended.

Overall sub-programme performance

The overall performance of the Transport Regulation Sub-programme was fair (60%) due to the good performance (77%) of the intervention to enforce relevant transport infrastructure and services policy, legal, regulatory, and institutional frameworks. Despite the fair performance of the sub-programme, the performance of the intervention involving reviewing, updating and developing transport infrastructure and services policies, plans, regulations and standards and laws was poor (42%).

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 harmonising the policy, legal, regulatory, and institutional framework for transport infrastructure and services in the country. The performance of the intervention was poor (42%). This was attributed to the processes involved prior to accomplishing the activities, such as stakeholder consultative meetings or workshops. It should, however, be noted that progress was registered on all the planned activities at the various stages as presented hereafter:

- i) *Review of four (4) Bilateral Aviation Safety Agreements (BASAs):* 15 BASAs were reviewed.
- ii) *Development and initiation of implementation of an oil spill containment plan for our inland water bodies:* The plan was developed and initiated.
- iii) *Development of four (4) Inland Water Transport Regulations:* Review of six (6) draft Inland Water Transport Regulations was ongoing.
- iv) *Highway Code finalisation, printing and dissemination in consultations with the Department of Roads and Bridges:* Finalised preparation of statement of requirements draft for Highway Code finalisation, printing and dissemination.
- v) *Update and review the Uganda Railways Corporation Legislation:* Submitted a letter to the Cabinet Secretariat for Clearance and Memo Number.
- vi) *Approval by Cabinet of the Plant, Machinery and Vehicles (PMV) Management Bill:* The draft principles for the Plant, Machinery and Vehicles Management (PMV) Bill was finalised, and commissioned the process for updating the Regulatory Impact Assessment (RIA) report to the new guidelines of issuance of certificate of financial implications.

3.6.3 Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks

The intervention aims to ensure that existing transport infrastructure and services policies, regulations, and standards are implemented to reduce fatalities and casualties across different modes of transport. In addition, compliance with regulatory requirements is essential to maintaining operational standards for air and water transport. The performance of the intervention was good (77%) due to the attainment of annual targets for 42% of the outputs across various modes of transport. Notable key achievements in the different modes of transport were:

Air transport

- i) *Coordinate two (2) National Air Transport Facilitation Programmes:* Two (2) programmes were coordinated – 100%.
- ii) *Coordinate two (2) EAC Air Transport Facilitation Programmes:* One (1) programme was coordinated – 50%.
- iii) *Carry out 8 inspections of upcountry aerodromes:* Eight (8) inspections were conducted for compliance with ICAO standards and recommended practices in the Western and Southern Regions – 100%.
- iv) *Carry out four (4) air transport safety oversight activities:* Four (4) activities were conducted – 100%.

- v) *Conduct four (4) inspections of the Entebbe International Airport (EIA):* Two (2) inspections of the EIA were conducted for conformity with ICAO – 50%.
- vi) *Carry out four (4) aircraft accident and incident investigations:* One (1) accident and incident was investigated – 25%.

Inland Water Transport

- i) *Inspect 12 ships for compliance with Inland Transport Laws and International Conventions/Standards:* Inspection was done for 12 ships – 100%.
- ii) *Inspect 20 landing sites, two (2) ports and all shipyards for compliance with Inland Water Laws and International Conventions/Standards, including SOLAS, MARPOL and ISPS Code:* Seventeen (17) landing sites and two (2) ports were inspected for compliance – 92%.
- iii) *Conduct two (2) safety awareness campaigns and a sensitisation campaign on our inland waterways:* One safety campaign was conducted – 50%.
- iv) *Carry out 100% investigations for all reported accidents on inland water bodies:* 50% investigations were done.
- v) *Inspect and monitor 11 Aids to Navigation (ATONs) and weather buoys:* Eight (8) Aids to Navigation and one (1) weather buoy were inspected and monitored – 72%.
- vi) *Inspect and monitor 100% conventional ships under construction for compliance with our Inland Transport Laws and International Conventions/Standards:* Achieved 80%.
- vii) *Inspect 400 boats: 371 were inspected – 93%.*
- viii) *License 300 boats for water transport on our waterways:* 292 boats were licensed – 97%.
- ix) *Register 50 boats: 109 were registered (218%).*

Rail Transport

- i) *Carry out four (4) rail safety inspections:* Three (3) were carried out – 75%.
- ii) *Monitor and coordinate four (4) rail transport regulation programs:* Eight (8) transport regulation programmes were coordinated and monitored – 100%.

Road Transport

- i) *Issue of 800 Bus Operator Permits:* 866 permits issued – 108%.
- ii) *Licensing of 25,000 Public Service Vehicles:* 20,240 licences were issued – 81%.
- iii) *Carry out eight (8) route monitoring exercises:* Six (6) were carried out – 75%.
- iv) *Carry out four (4) quarterly monitoring exercises for Motor Vehicle Registration Operations:* Four (4) were completed – 100%.
- v) *Conduct four (4) monitoring exercises on the physical verifications for motor vehicles due for first-time registration at the ports of entry:* Four (4) were conducted – 100%.



- vi) *Certify 12,000 court orders issued for the amendment of the Motor Vehicle Register: 4,657 were certified – 39%.*
- vii) *Conduct MVR data archiving for 3,000,000 of records: 3,415,193 records were archived – 114%.*
- viii) *Streamline 70% implementation of management and administration of motor vehicle registration: 55% was achieved (78%).*
- ix) *Carry out eight (8) road safety inspections: Five (5) were achieved – 62%.*
- x) *Coordinate eight (8) road safety stakeholder activities: Ten (10) were achieved – 125%.*
- xi) *Disseminate four (4) traffic and road safety regulations: Five (5) regulations were disseminated – 125%.*
- xii) *Conduct the Annual National Road Safety Week: This was not achieved, and it coincided with the UN Global Road Safety Week in May 2025, with the Theme: Making Walking Safe; Make Cycling Safe # Slow Down – 100%.*
- xiii) *Investigate eight (8) road crashes: Five (5) were investigated – 62%.*
- xiv) *Carry out four (4) road safety awareness campaigns: Eight (8) were conducted – 200%.*
- xv) *Carry out reinstallation, calibration servicing and networking of inspection equipment for mandatory motor vehicle inspection services: Reinstallation was done and 50% calibration of inspection equipment was completed – 45%.*
- xvi) *Undertake four (4) sensitisation drives to the public on motor vehicle inspection services: One (1) drive was done – 25%.*
- xvii) *Issue 280,000 driving licences: 307,993 were issued – 110%.*
- xviii) *Organise and carry out four (4) driver licensing mobile enrolment exercises: Sixteen (16) exercises were done – 400%.*
- xix) *Complete 60% building works for the One-Stop Centre Building: 40% was completed – 66%.*
- xx) *Update and maintain 180,000 manual documents digitised and Motor Vehicle Registration databases: 342,417 documents were digitised – 190%.*
- xxi) *400,000 post Motor Vehicle Registration processes performed within set timelines: 388,887 were achieved – 97%.*
- xxii) *Conduct 200,000 Vehicle Registration Plates replacements for Smart Digital number plates: 86,242 were achieved – 43%.*
- xxiii) *Supervised the Motor Vehicle Registration Modular components by Global Security on the ITMS platform. Technical evaluation was completed, and the financial bid was reviewed. Further clarifications were sought from the service provider – 50%.*
- xxiv) *Develop 75% of Phase Two E-Payment Portal: 90% was attained – 120%.*



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The overall performance of the Integrated Transport Infrastructure Services (ITIS) Programme was fair, at 53.5%. Therefore, the programme significantly did not achieve the planned outputs in all the sub-programmes. This was on account of the fair performance of the Transport Asset Management, Land Use and Transport Planning, and Transport Regulation Sub-programmes, and the poor performance of the Transport Infrastructure and Services Development Sub-programme. The noted performance of the programme was on account of the Rationalisation of Government Agencies and Public Expenditure (RAPEX), which led to the transfer of the functions of the UNRA and URF to the MoWT. This affected timeliness in executing payments, planned processes and works.

This programme performance was also attributed to overcommitment of the implementing agencies compared to the available financing, leading to accumulation of arrears. Therefore, the intended objectives of the programme, such as increasing transport interconnectivity to promote interregional trade and reduce poverty, and optimising transport infrastructure and services investment across all mode, may not be realised.

Under the Transport Infrastructure and Services Development Sub-programme, whose aim is to increase transport interconnectivity to promote interregional trade and reduce poverty, and optimise transport infrastructure and services investment across all modes, the performance was poor (46.1%). This was due to the fair performance of the intervention involving construction and upgrade of climate-proof strategic transport infrastructure; the fair performance of the intervention involving strengthening local capacity; and the poor performance of the intervention involving implementation of an integrated multimodal transportation hub. The performance of the sub-programme was mainly affected by the late releases in the first half of the financial year, which led to delays in payments to the service providers and the acquisition of the RoW. Therefore, the intended development of transport infrastructure was not fully achieved.

The performance of the intervention involving upgrading projects from gravel to bituminous standard was fair. A total of 122.43 km equivalent (65% of the annual target) was added to the national network. The construction of the Lugogo–Kasozi (1 km) and Lugogo–Ngoma (6.6 km) approach roads, and upgrading of selected town roads in Pallisa (7.5 km) and Kumi (12.2 km) were substantially completed during the year.

The ongoing refurbishment of the Metre Gauge Railway (MGR) projects had mixed performance. The rehabilitation of the Tororo–Gulu MGR was poor due to delayed payments that led to the suspension of works for about 3.5 months. The cumulative progress of the project was 48.17%, against a planned 51.6%. On the other hand, the Kampala–Mukono section was completed; and the passenger railway operations between Kampala and Mukono resumed.

The performance of the development of the New Bukasa Port project was fair, with the cumulative progress being at 77.31%, against a planned of 100% and time progress of 107%. The compensation of the PAPs stalled. The process of land acquisition was affected by a delay in implementing H.E. the President's promise of additional compensation, which required the MLHUD to procure land for the PAPs.



The performance of the intervention entailing implementation of an integrated multimodal transportation hub was poor, at 17%, on account of the poor performance of the improvement of ferry services and construction of landing sites/jetties output. This was attributed to the suspension of work due to delayed payments, contract termination at some sites, and rising water levels.

The performance of the intervention entailing strengthening local construction capacity was fair (54%). This performance was attributed to the poor performance of the classification of local contractors' output, which limited overall results. Despite the high value of works carried out by local contractors, most executed preliminary activities with low returns due to limited financial and technical capacity, delayed payments, and low productivity. The MoWT enforced local content through reservation schemes in road and bridge works, including labour-based maintenance contracts, to promote participation and build capacity. However, contractors continue to face significant barriers in accessing credit and retaining skilled human resources, constraining their ability to deliver quality work on schedule.

The Transport Asset Management Sub-programme, whose main aim is to prioritise transport assets management to increase their lifespan, had fair performance (51.2%). This was due to the fair and poor performance of the interventions involving the rehabilitation and maintenance of transport infrastructure, and the adoption of cost-efficient technologies to reduce the maintenance backlog, respectively. The performance of the sub-programme was a result of disbursement inefficiencies throughout the financial year. Therefore, the implementing agencies did not undertake all the planned force account activities on the road network within the financial year, with the majority of the work implementation spilling over into FY 2025/26. This performance also suggests that the sector's efforts to increase the service life of the transport infrastructure will not yield significant results in the medium term.

The performance of the intervention to rehabilitate and maintain transport infrastructure was fair (63.7%), and this was mainly due to insufficient releases in the first half of the financial year and late release of funds (the majority of the funds were made available in Q4) to the implementing agencies during the financial year. It should, however, be noted that the financial allocations for the outputs under this intervention were below both the projections and the needs. For example, the maintenance budget for the national roads and DUCAR network was US\$ 403.255 billion in FY 2024/25, compared to the annual requirement of US\$ 1.25 trillion (USD 350 million).⁹ Thus, the FY 2024/25 allocation to road maintenance was merely 32% of the required funding.

The performance of the rehabilitation of the paved national road network was poor (33%). A total of 147.22 km equivalents (59.6% of the annual targets) of the national roads were rehabilitated. The performance was attributed to delays in paying contractors' IPCs, which caused a scaling down or suspension of work by the contractors. Notably, work on the Mityana–Mubende, Karuma–Olwiyo (43.5 km), and Olwiyo–Pakwach (62.5 km) road projects was halted during the fiscal year due to delayed payments. Additional challenges included delays in finalising and approving design reviews, torrential rainfall, and insufficient contractor mobilisation. As a result, all monitored projects fell behind schedule.



The construction of bridges on the national road network was satisfactory (65%). Three bridges – Osu Bridge on Arua-Biliafe-Otrevu Road in Arua district, Kochi Bridge on Keri-Midigo-Kerwa Road in Yumbe District, and the emergency restoration of Karuma Bridge along Kampala-Gulu Road – were substantially completed. All monitored bridge construction projects were behind schedule except for the Katonga Bridge project along Kampala-Masaka Road, with some sites having had work suspended during the fiscal year. This was mainly due to delayed payments of contractors' Interim Payment Certificates (IPCs).

The performance of national roads maintenance (NRM) was good, at 73.3%. This indicates sustained connectivity on the national road network, as efforts were made to keep it motorable and in fair condition throughout the fiscal year. The performance of the force account component was also good, at 78.1%. The stations mainly focused on responding to emergencies caused by heavy rains, which severely affected the unpaved national road network. However, the performance of the force account was impacted by delayed fund releases, with only 48% released in Q4 and no releases in Q3, and by insufficient equipment. The performance of the contracts was excellent, at 88.5%, partly because contracts rolling over from the previous fiscal year were completed in the first half of this year. Nonetheless, contract performance was affected by heavy rains and delayed payments of contractors' IPCs.

The performance of District, Urban, and Community Access Roads (DUCAR) maintenance was good, at 76.3%. The work mainly involved grading and spot gravelling to keep the roads passable. Additionally, the Road Maintenance Grant allowed LGs to carry out periodic maintenance and culvert installation. However, the performance was affected by delays in downstream disbursement of funds to the agencies caused by the RAPEX exercise, torrential rains during the fiscal year that disrupted mechanised maintenance, and inadequate mechanical imprest. Notably, the districts of Bushenyi, Kakumiro, Nebbi, and Fort Portal City demonstrated very good performance.

The construction of bridges on the DUCAR network performed fairly (56.4%). The performance was heavily impacted by the release of 80% of the budget in the second half of the fiscal year and flooding of the sites due to abnormal rains, which led to the suspension of work on some projects. As a result, most of the bridge projects fell behind schedule, and the failure to complete them on time makes inter-district connectivity across these areas a challenge. Despite these setbacks, the achievements during the fiscal year included the completion of: Bugibuni Bunadasa Bridge (Sironko); Aleles Bridge (Pallisa); Karujumba Bridge (Kasese); Kadokolene Swamp crossing (Budaka); Ssezibwa (Bulandi-Gyira) Swamp crossing; a metallic ladder in an inaccessible hilly rural area in Mt. Elgon (Namgwi) in Bulambuli; four cable trail bridges (Nkisya, Kahondo Church, Nyakeina-Kabira, Kikaada) in hard-to-reach areas across all regions in Uganda; and the completion of four detailed bridge designs.

The performance of sealing urban roads was good, at 70.9%. This was due to the adequate release of funds at 100%. Key achievements included completing the Arkright Estate roads (4.16 km). However, the performance was affected by funding shortfalls, limited equipment spread across multiple sites, contractors' weak financial capacity, and heavy rains that caused work suspension on some sites.



Implementation of the intervention entailing adoption of cost-efficient technologies to reduce the maintenance backlog performed poorly (38.6%). The MoWT completed a total of 30.3 km of selected low-volume roads using low-cost sealing technology. The performance of this intervention was hampered by insufficient allocations to the projects, leading to delays in paying contractors.

The Land Use and Transport Planning Sub-programme had fair performance (56.8%) despite the good financial performance (84.3%) attributed to the mode of release of funds (back-loading), with 68% of the release received in the second half of the financial year. Consequently, this affected the achievement of targets under the Transport Infrastructure and Services Development Sub-programme.

The performance of the Transport Regulation Sub-programme was rated as fair (60%). This was largely driven by the good performance (77%) of the intervention involving the enforcement of relevant transport infrastructure and services policy, legal, regulatory, and institutional frameworks. However, the sub-programme's overall performance was underplayed by the poor performance (42%) of the intervention entailing the review, update, and development of transport infrastructure and services policies, plans, regulations, standards, and laws, which focuses on improving the operation of transport services across the four modes.

Overall challenges

1. The Rationalisation of Government Agencies and Public Expenditure (RAPEX), which led to the transfer of the functions of the UNRA and URF to the MoWT, affected payments and the timely execution of planned processes and works.
2. Overcommitment by the implementing agencies compared to the available financing, leading to the accumulation of arrears.
3. Delayed disbursement of maintenance funds to implementing agencies.
4. Delayed access to project corridors or RoW on upgrading projects on the national road network and other development projects, mainly due to exhaustion of the land acquisition budget and grievances from the PAPs.
5. The lack of road maintenance equipment in the new municipalities/cities, while old ones have dilapidated road equipment. These resort to borrowing, which is time-consuming, and hiring, which reduces the unit rate of implementation.

4.2 Recommendations

1. The MoWT should prioritise funding of key outputs and ensure that ongoing projects are completed before new ones commence.
2. MoFPED should disburse the funds to the implementing agencies in a timely manner in compliance with the Public Finance Management and Accountability Act (PFMA) 2015. MoFPED/MoWT should urgently address all outstanding payments to contractors and service providers to mitigate the accumulation of interest penalties resulting from delayed payments. A structured disbursement plan linked to project milestones can help ensure financial discipline and prevent suspension of works due to cash flow constraints.



3. The Ministry of Lands, Housing and Urban Development (MLHUD), in collaboration with the MoWT, should urgently establish a legally binding pre-contract framework for RoW acquisition. This framework should be aligned with national land laws to ensure that RoW is secured before contract signing, thereby minimising compensation delays, cost overruns, and implementation bottlenecks in road projects.
4. The MoWT should prioritise acquiring at least 50% of the RoW before commencement of the project works and ensure that land acquisition is finalised within six (6) months after commencement for future projects.



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ANNEXES

Annex A: A Summary of the Projects/Districts per Intervention at FY 2024/25 Annual Monitoring

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	1. Kawuku–Bwerenga Road (6.6 km) and Namugonde–Bugiri (Fuel Tank Reservoir 1.6 km), 2. Buhimba–Nalweyo–Bulamagi & Bulamagi–Igaya–Kakumiro (93km) (Critical Oil Road Package 3) 3. Masindi–Biiso, Hohwa–Nyairongo–Kyarushesha–Butoole, and Kabaale–Kiziranfumbi Roads Upgrading Project (97 km) (Critical Oil Road Package 5) 4. Busega–Mpigi Expressway (23.7 km) 5. Muyembe–Nakapiripirit (92 km) 6. Najjanakumbi –Busabala Road (11 km), Munyonyo Spur Interchange and Service Roads (17 km) 7. Upgrading of Kira–Matugga Road and improvement of 5 No. junctions (21 km) 8. Luwero–Butalangu Road (29.6 km) 9. Koboko–Yumbe–Moyo (103.08 km) 10. Atiak – Laropi (66 km) 11. Lot 1: Rwenkunya – Apac (90.9km) 12. Lot 2: Apac – Lira – Puranga (100.1 km) 13. Moroto–Lokitanyala Road (42 km) 14. Tororo–Busia Road (26 km) and Mayuge and Busia Town roads (18 km) 15. Construction of access road	MoWT



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
			to Kabaale International Airport from Kabaale Kiziranfumbi Road (3.2 km) 16. Rukungiri–Kihhi–Ishasha/Kanungu (78.5 km) 17. Kabwoya–Buhuka Road (43 km) 18. Kisubi–Nakawuka–Nateete (27 km), Nakawuka–Kasanje–Mpigi (22 km), Nakawuka–Mawagulu–Nanziga–Maya (11 km), Kasanje–Buwaya (9 km) and Entebbe–Nakiwogo (3.5 km)	
		Rehabilitate Tororo – Gulu Metre Gauge Railway line	Tororo–Gulu Metre Gauge Railway	MoWT
		Rehabilitation of the Kampala–Malaba MGR line	Kampala–Namanve–Mukoko section ((28 km)	MoWT
		Development of the New Bukasa Port	New Bukasa Port	MoWT
	Implement an Integrated Multimodal Transportation Hub (air, rail, road and water)	Ferry services; feasibility studies and designs	Ferries: Buyende–Kagwara–Kaberamaido (BKK); Amuru–Rhino Camp Ferry Project; Wanseko Landing Site; Lake Bunyonyi Ferries; Ship Designs; Gerenge Landing Site-Phase 2	MoWT
	Strengthen Local Construction Capacity	Number of regional laboratories constructed and upgraded	Kireka, Moroto, Hoima	MoWT
		Number of local contractors classified	–	
		Value of construction works carried out by local contractors (% of roadworks)	–	
		National roads Rehabilitation of the	Hoima–Kiboga–Busunju Road (Km 145), Ntungamo–Kabale–	MoWT



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
Transport Asset Management	Rehabilitate and Maintain Transport Infrastructure	paved network	Katuna Road (65 km), Mityana–Mubende Road (86 km) and upgrading of Mityana Town roads (14 km), Alwii–Nebbi (33 km) and upgrading of Pakwach and Nebbi Town roads (4.3 km), Karuma – Olwiyo (43.5 km), Olwiyo – Pakwach (62.5 km), Masaka – Kyotera–Mutukula Road Project (89.5 km) and rehabilitation of Nyendo–Villa Maria Road (11 km) and access roads (7 km) to paved standard, Matuuga–Semutto–Kapeeka Road (41 km) and upgrading of town roads, Kampala–Jinja	
		Construction of bridges on the national roads network	1. Karuma Bridge. 2. Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp) Bridges. 3. 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. 4. Lot 2: Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu–Lwakhakha Road and Rubongi Bridge on Tororo–Nagongera Road in Eastern Uganda. 5. Apaa Bridge on Amuru–Omee–Rhino Camp Road. 6. Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa Bridges along Bukuku–Rubona Road; and emergency reconstruction of Bwera Bridge. 7. Emergency reconstruction of selected sections along Kampala–Masaka Road damaged by floods under	MoWT



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
			design and build for Katonga Bridge (2.7 km), Lwera Swamp (11.6 km) and Kalandazi swamp (1.5 km)	
		Maintenance of the paved and unpaved national roads network	Kasese, Kitgum, Lira, Masindi, Mpigi, Tororo	MoWT
		Maintenance of District, Urban and Community Access Roads (DUCAR) network	Districts of Bushenyi, Kakumiro, Kween, Lamwo, Mubende, Nebbi and Tororo Cities of Fort Portal, Gulu, Masaka, Mbale Municipalities of Kapchorwa and Nebbi	MoWT and LGs
		Rehabilitation of district roads	Force Account Units of East, Jinja, North and West	MoWT
		Construction of bridges on the DUCAR network	8. Bugibuni Bunadasa (Sironko), District, Osudan – Abarila Swamp crossing in Katakwi and Amuria, Funguwe–Muwafu Swamp crossing (Tororo), Kwapa Bridge (Tororo), Aleles Bridge (Pallisa), and Karujumba Bridge (Kasese), Nyahuka–Mirambi (Bundibugyo), Kiyanja Swamp crossing (Ntororoko district), Bikongozo box culvert (Rukungiri district), of Haibaale Swamp crossing (Kakumiro district), of Ncwera Bridge (Mitooma District), the Kadokolene Swamp crossing in Budaka, Tajar Bridge, 4 No. disability- and pedestrian-friendly cable trail bridges completed (Nkisyia, Kahondo Church, Nyakeina–Kabira, Kikaada), metallic ladder in an inaccessible hilly rural area in Mt Elgon (Namgwi), Ssezibwa (Bulandi–Gyira) Swamp crossing.	MoWT



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
	Adopt cost-efficient technologies to reduce maintenance backlog	Sealing of district roads with Probbase and other low-cost seals	Low-volume roads sealed in Wakiso, Masaka, Kasese, Lwengo, Sembabule, Mitooma, Kakumiro, Amuria, Namutumba, Katakwi, Budaka, Kalangala, Bulambuli, Mayuge, Bukedea, Hoima, Amuria, Kakumiro, Kagadi Mukono, Kayunga, Kasese, and Kiboga. Completion of the construction of 20.2 km of Kayunga–Nabuganyi road in Kayunga District and 4.8 km of Nansana–Kireka–Biira in Wakiso District constructed with Probbase technology	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	–	MoWT
Land Use and Transport Planning	Acquisition of infrastructure/utility corridors	Acquire the RoW for projects	Upgrading road projects and bridges on the national roads network, Bukasa Port, and Tororo–Gulu railway	MoWT, URC

Source: Author's Compilation



Annex B1: Performance of the Upgrading of Strategic Roads from Gravel to Bituminous Standard of the National Roads Network by 30th June 2025

S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
1	Kawuku–Bwerenga Road (6.6 km) and Namugonde–Bugiri (fuel tank reservoir 1.6 km)	70.00	9.87	14.1	The project registered poor performance. The cumulative physical progress was at 39.87%, against the planned 100% and the time progress of 80%. Therefore, the project was behind schedule mainly due to the delayed acquisition of the RoW. The status of RoW acquisition was at 35.7%. A cumulative total of US\$ 18,593,803,424 against the approved value of US\$ 42,232,485,378 was paid. The cumulative financial progress of the project was 52.84%, against 100% planned.
2	Buhimba–Nalweyo–Bulamagi & Bulamagi–Igaya–Kakumiro (93 km) (Critical Oil Road Package 3)	15.10	15.10	100.0	The main road project was substantially completed, and the DLP ended on 7th December 2024, whereas the upgrading of selected town roads, 7.713 km, was completed on 7th April 2025. The cumulative financial progress was 100%, as planned. The project, however, has expenditure on compensation of PAPs along the RoW. The status of acquisition of the RoW was at 91.1%. A cumulative total of US\$ 79,387,142,664 had been paid, against an approved value of US\$ 94,103,380,185 for the PAPs.
3	Design and Build of Masindi–Biiso, Hohwa–Nyairongo–Kyarushesha–Butoole, and Kabaale–Kiziranfumbi roads upgrading project (97km) (Critical oil Road Package 5)	14.41	0.90	6.2	The project registered poor performance, and there was no improvement in both physical and financial progress since December 2024. The cumulative physical progress was at 86.49%, against a plan of 100% and time progress of 100%. Therefore, the project was behind schedule due to delayed land acquisition of the RoW, and delayed payments to the contractor, leading to the suspension of work since June 2024. The average status of acquisition of the RoW was estimated at 83.3 for the three sections of the project. The cumulative value paid to the PAPs along the Masindi–Biiso section was US\$ 32,013,561,452, against an approved value of US\$ 37,151,729,668;



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
					while on the Kabaale–Kiziranfumbi (25 km) US\$ 26,912,970,880 was paid, against US\$ 32,465,383,135. The cumulative value paid on the Hohwa–Nyairongo–Kyarushesha Road (25 km) was US\$ 14,092,992,859, against an approved amount of US\$ 17,094,881,638. The cumulative financial progress was at 86.83%, against a plan of 100%.
4	Busega – Mpigi Expressway (23.7 km)	72.13	40.86	56.6	The performance of the project was fair. The cumulative physical progress was at 46.29% (after a slight improvement from 45.5% as by 31st December 2024), against a planned 72.13%, at a time progress of 96.67% based on the interim time extension. The project was behind schedule. The performance of the project was affected by the delayed provision of a continuous section of the right-of-way to the contractor (with land acquisition at 72.43%) and payment of IPCs, as the original budget for civil works was exhausted in June 2024. The financial progress of the project was 48.09%, against a plan of 74.0%.
5	Muyembe – Nakapiripirit (92km)	32.9	19.27	58.6	The performance of the project was fair. The cumulative physical progress was 80.05%, against a planned 93.68%, at a time progress of 90.3%. The project was behind schedule. The status of RoW acquisition for the project was estimated at 87.5%. A cumulative total of US\$ 6,960,808,473 was paid to the PAPs, against an approved value of US\$ 8,841,569,914. The project, therefore, had an outstanding amount of US\$ 1,880,671,441 for the PAPs. The performance of the project was affected by: 1. The cash flow challenges of the contractor. 2. Adverse weather, especially heavy rainfall. The financial progress of the project was 91.56%, against a plan of 97.33%.



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
6	Design and Build of Upgrading of Najjanakumbi – Busabala Road (11 km), Munyonyo Spur Interchange and Service Roads (17 km)	37	3	8.1	The project attained poor physical performance mainly due to the suspension of works arising from non-payment to the contractor. The cumulative physical progress was 48%, against a planned 100%, at a time progress of 72.0 %, and had stagnated at that value since the suspension of the works on 31th August 2024. The project was behind schedule. The project had an outstanding balance of USh 209,865,188,877 for the PAPs is on the entire project. The performance of the project was affected by the delays in: acquisition of RoW (as only 47.5% of the land had been acquired with no PAP paid along Namasole Link/Kampala section), which also affected relocation of utilities and payment of the contractor. Arising from delays in payment of the contractor, a total of USh 2,861,223,645.66 in interest on delayed payment had been accrued. The financial progress of the project was 58.0%.
7	Design and build of the upgrading of Kira–Matugga Road and improvement of 5 no. junctions (21 km)	29.5	6.25	21.2	The performance of the project was poor. The cumulative physical progress was 55.4% (a slight improvement from the December 2024 status of 51.9%), against a planned 72.7%, at a time progress of 75.43% (based on the revised programme ending 11th December 2026). The project was behind schedule. The status of acquisition of the RoW was at 87.7%. The value for compensation of PAPs was USh 237,991,555,976, of which USh 182,341,828,207 was paid. The outstanding payment for RoW acquisition was, therefore, USh 55,649,727,769. The performance of the project was affected by the delays in: acquisition of RoW; payment of the contractor and the consultant, causing cash flow challenges to both; and completion of outstanding designs by the contractor.



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
					The financial progress of the project was 66.99%, against a plan of 81.01%.
8	Luwero–Butalangu Road (29.6 km)	50.74	40.03	78.9	The performance of the project was good. The cumulative physical progress was 47.3%, against a planned 58.02%, at a time progress of 92.07%. However, the project progress was behind schedule. The approved amount for RoW acquisition was US\$ 22,548,672,316, of which US\$ 19,102,550,383 was paid. The project, therefore, had an outstanding payment for compensation of PAPs of US\$ 3,446,121,933. The performance of the project was affected by the delayed provision of a continuous section of the right-of-way to the contractor (as only 70.4% of the RoW was acquired) and poor contractor mobilisation of material. The financial progress of the project was 58.87%, against a plan of 63.45%.
9	Koboko –Yumbe – Moyo (103.08 km)	14.77	11.96	81.0	The project had good performance. The cumulative physical progress was 11.96% against planned progress of 14.77%, at a time progress of 33.18%. The project was behind schedule due to: delayed acquisition of the ESIA for the proposed quarries and borrow areas; and late delivery of laboratory equipment by the contractor. The financial progress of the project was 16.19%, against 21.37%.
10	Atiak – Laropi (66 km)	7.0	7.0	100.0	The project performance was very good in the FY and the project was substantially completed. However, finalisation was being delayed by the disputes that were in arbitration between the contractor and the contracting authority. The status of acquisition of the RoW was estimated at 94%. A cumulative total of US\$ 13,966,786,607 was paid to the PAPs, against the approved value of US\$ 14,864,724,151. Therefore, the project had an outstanding payment of 897,937,544 for PAPs. The cumulative financial progress was at



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
					96.16%, against a plan of 100%. However, the contractor was faced with delayed payments amounting to US\$29.5 billion.
11	Lot 1: Rwenkunya–Apac (90.9 km)	46.07	9.42	20.4	The project performance was poor. The cumulative physical progress was 63.35%, against a planned 100%, and a time progress of 94.31% (according to the completion date of 7th October 2025). The status of acquisition of the RoW was at 53.64%. The cumulative amount paid to the PAPs was US\$ 15,884,499,572, against the value of US\$ 50,606,017,914. The project was significantly lagging in RoW acquisition, with an outstanding amount of US\$ 34,721,518,342 for PAPs. The project was behind schedule due to delays in the acquisition of RoW, inclement weather, and the closure of Karuma Bridge, which affected the transportation of crushed stone across the River Nile. The project has a cost overrun arising from scope changes following the design review, and time-related obligations due to the extension of time. The financial progress of the project was 57.85%, against 100%.
12	Lot 2: Apac – Lira – Puranga (100.1 km)	41.29	18.59	45.0	The project's physical performance was poor. The cumulative physical progress was 77.3%, against a planned 100%, at a time progress of 91.86%. (Reference to completion date of 23rd November 2025.) The status of acquisition of the RoW for this project was at 75.27%. A cumulative total of US\$ 45,666,186,637 was paid to PAPs, against the value of US\$ 70,195,000,000. The project, therefore, had outstanding payments of US\$ 24,528,813,363. The project was behind schedule due to delays in: acquisition of RoW, closure of Karuma Bridge, which affected transportation of crushed stone across R. Nile, cost overruns attributed to the design review and time-related obligations amounting to EoT, and heavy rainfall. The financial progress of the project was 65.36%, against 100%.



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
13	Upgrading of Moroto–Lokitanyala Road (42 km)	56.29	35.89	63.8	The performance of the project was fair. The cumulative physical progress was at 87.86% (no change since December 2024) against a target of 100, at a time progress of 163.3% of the revised project duration. The status of acquisition of the RoW was estimated at 52.21%. The PAPs were paid a total of US\$ 10,673,754,010, against an approved value of US\$ 15,073,409,378. The project, therefore, had an outstanding amount of US\$ 4,399,655,368 for the PAPs. The project was behind schedule largely due to delayed RoW acquisition, insecurity within the Karamoja sub-region and delayed payment of the IPCs that led to suspension of works by the contractor. The cumulative financial progress was at 92.59 % achieved, against the 98.15%.
14	Tororo–Busia Road (26 km) and Mayuge and Busia Town roads (18 km)	35.04	30.72	87.7	The performance of the project was good. The cumulative physical progress was 69.03%, against a plan of 91.18%, at a time progress of 92.5 % based on the revised program. The status of acquisition of the RoW was at 46.81%. A cumulative total of US\$ 10,723,899,434 was paid to the PAPs, against an approved value of US\$ 32,769,886,828. The project, therefore, had an outstanding amount of US\$ 22,045,987,394 for the PAPs. The performance of the project was affected by the delayed provision of a continuous section of the right-of-way to the contractor; relocation of utilities; and payment of IPCs. The financial progress of the project was 73.10%, against a plan of 90.14% based on the revised programme, as planned.
15	Construction of access road to Kabaale International Airport from Kabaale Kiziranfumbi Road (3.2 km)	89.55	9.78	10.9	The performance of the project was poor. The cumulative physical progress was 20.23% (no change since the December 2024 status) against planned progress of 100%, and time progress of 136%. The status of acquisition of the RoW for the project was at 68.17%. A cumulative total of US\$ 2,913,082,281 was paid to the PAPs, against an approved value of US\$ 4,275,339,281. The project had an



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
					outstanding amount of US\$ 1,362,257,000. The project was significantly behind schedule. The performance of the project was affected by delayed payment of three IPCs amounting to US\$ 14.146 billion, which resulted in suspension of works in November 2024. The contractor has never received any payment for the works executed. The delayed provision of a continuous section of the right-of-way to the contractor, Uganda Electricity Distribution Company (UEDCL), delayed the relocation of utilities. The cumulative financial progress was 19.01%.
16	Rukungiri–Kihhi–Ishasha/Kanungu (78.5 km)	1.70	1.70	100.0	The project achieved substantial completion on 8th November 2023 and was handed over to the employer in November 2024. The engineer issued a taking-over certificate on 17th November 2023, and the defects liability period ended on 17th November 2024. The Performance Certificate was issued on 21st December 2024.
17	Critical Oil Roads Package 6a (Design and build of upgrading of Kabwoya–Buhuka Road (43 km)	30	7.86	26.2	The contract for the civil works was awarded at a sum of US\$ 263,390,075,361. The construction commencement was 4th June 2024 and the works were supposed to end on 5th June 2029. The project was to be pre-financed by the contractor up to 30% physical progress. The performance of the project was poor. By the end of June 2025, the cumulative physical progress was 7.86%, against a target of 37.23% and a time lapse of 34.58%. The contractor had commenced bush clearing of the road. The project was, therefore, behind schedule. The status of acquisition of the RoW for the project was estimated at 89%. A cumulative total of US\$ 17,969,644,925 was paid to the PAPs, against the approved valuation of US\$ 20,283,402,308. The project, therefore, had an outstanding amount of US\$ 2,313,757,383 for the PAPs.



S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
					The performance of the project was affected by inadequate financial investment into the project by the contractor during the pre-financing period.
18	Design and build of Kisubi–Nakawuka–Nateete (27 km), Nakawuka–Kasanje–Mpigi (22 km), Nakawuka–Mawagulu–Nanziga–Maya (11km),Kasanje–Buwaya (9 km) and Entebbe–Nakiwogo (3.5 km)	30	9.43	31.4	The performance of the project was poor. The cumulative physical performance was estimated at 11%, against a planned of 22.46% and time lapse of 43.89%. The project was, therefore, behind schedule. The performance of the project was affected by lack of access to the site due to inadequate funds to compensate the PAPs. Additionally, the contractor faced cash flow challenges to pre-finance the works in line with the contractual requirements. The status of acquisition of the RoW was at 9.24%. A cumulative total of US\$ 36,322,989,950 was paid to the PAPs, against an approved value of US\$ 363,513,433,352. Financial progress stands at 12.42%, against the planned 40.03%.
Performance Rating				50.6	Fair Performance

Source: MoWT Department of National Roads Projects Status Report for June 2025, Field Findings



Annex B2: Performance of Improvement of Ferry Services by 30th June 2025

S/N	Ferry Name	Description	Annual Target (%)	Achieved progress (%)	Score %	Remarks
1	Buyende-Kagwara-Kaberaido (BKK) Project The project has two key components: two ferries and provision of one (01) dredging equipment; and landing sites at Bukungu (Buyende District), Kagwara (Serere District), and Akampala (Kaberaido District) connecting Teso and Busoga areas through Lake Kyoga.	Ferry works	17	9	52.94	The performance was fair. The works were at 92% and were behind schedule. The contractor finalised sea trials and received a milestone payment in order to deliver the final marine and mechanical equipment.
		Civil works	26.0	0.0	0.00	No progress was registered in the FY. There has been no work since 17th December 2023, when work stalled at 74% due to unpaid IPCs, leading to the termination of the contract. However, civil works for the landing site were taken up by the MoWT in-house units and were at 31% (Bukungu – 90%; Kagwara – 4%; Akampala – 0%) after the contractor terminated works at the first site.
2	Amuru-Rhino Camp Ferry Project This is a force account project that involves: fencing, construction of landing sites and facilities, and repair of an aged ferry to provide a shorter link between Amuru and Arua Districts across River Nile.	Ferry works	15	0	0.00	No progress was registered in the FY. The cumulative physical progress stagnated at 85.0% since the end of June 2023, against a target of 100% due to lack of funds.
		Civil works	28	0	0.00	No progress was registered in the FY due to budget cuts. The cumulative physical progress stagnated at 72.0% since end of June 2023, against a target of 100% due to lack of funds.
3	Design and Build of Wanseko Landing Site A new route was established for the ferry since the original route was long yet shallow. The landing point was relocated.	Landing site	60	0	0.00	No progress was registered 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 stagnated at 40% since June 2023.
4	Lake Bunyonyi Ferries Two vessels to be constructed under the funding of African Development Bank (AfDB)	Ferry works	50	25	50.00	The performance was fair. The cumulative physical progress was at 65%. Fabrication of the hull at Mombasa was completed. Fabrication of the superstructure panels was ongoing at the Muko site. However, the progress was being affected by



S/N	Ferry Name	Description	Annual Target (%)	Achieved progress (%)	Score %	Remarks
						unreliable electricity and weather.
		Permanent ferry landing sites and their access roads constructed	90	10	11.11	No works were executed as the consultant was still preparing the designs. The performance was, therefore, poor.
5	Ship Designs The consultancy contract for the design and production drawings commenced on 14 August 2023	Designs	75	15	20.00	The performance was poor. The consultant was preparing the draft detailed designs. However, outstanding payment for the ferry concept design affected timely delivery.
Performance Rating					17.00	Poor Performance

Source: MoWT, UNRA and field findings



Annex B3: Performance of the National Roads Rehabilitation of the Paved Network by 30th June 2025

S/N	Output	Annual Target (%)	Achieved Target (%)	Score %	Remarks
1	Civil works for rehabilitation of Hoima –Kiboga – Busunju Road (145 km)	81.02	17.93	22.1	The performance of the project was poor. The cumulative progress was estimated at 20.5%, against a planned of 83.6% and time progress of 71.3%. The project was, therefore, significantly behind schedule. The contractor submitted five IPCs amounting to US\$ 43.799 billion. Two IPCs amounting to US\$ 26.103 billion were unpaid. As a result, the contractor slowed down the rate of work. The financial progress achieved was 24.19%, against the planned 83.63%.
2	Remedial works on Ntungamo– Kabale–Katuna Road (65 km)	100.00	0.60	0.6	The performance of the project was poor. As of 30th June 2025, cumulative physical progress was 0.6% (since June 2025), against the planned 100%, despite 136% time progress. This poor performance is primarily attributed to delayed payments to the contractor, which resulted in significant cash flow constraints, as well as delays in finalising design changes. The contractor suspended works in November 2024 on account of delayed payments. The financial progress is 9.31% achieved, against a plan of 100%.
3	Civil works for the reconstruction of Mityana – Mubende Road (86 km) and upgrading of Mityana Town roads (14 km)	58.92	4.23	7.2	The performance of the contract was poor, with a cumulative progress of 32.0%, against a planned progress of 86.7% and duration elapse of 86.69%. The project was, therefore, behind schedule. The contractor suspended works on 15th May 2024 due to delayed payments and resumed in May 2025 after being paid a significant amount of the outstanding payments. The contractor submitted 17 IPCs amounting to US\$ 165.191 billion, of which 16 were paid. The financial progress as at the end of June 2025 was 43.89%.
4	Alwii – Nebbi (33 km) and upgrading of Pakwach and Nebbi Town roads (4.3 km)	37.83	17.87	47.2	Poor progress was registered at the end of June 2025. The cumulative physical progress was 71.35%, against a plan of 91.3% and a time progress of 94.8%. Thus, the project was behind schedule. The progress was mainly affected by delayed payments to the contractor, which affected his cash flow. The financial progress was at 79.11%, against a plan of 94.88%. A total of 17 IPCs (US\$ 41.322 billion – 84.27%) had been paid out of 20 submitted IPCs (US\$ 49.037 billion).



5	Karuma–Olwiyo (43.5 km)	89.15	39.84	44.7	Poor progress was registered at the end of June 2025. The cumulative physical progress was 45.2%, against a planned target of 94.51% and a time progress of 80.9% (based on the revised end date of 19th August 2025). Thus, the project was behind schedule due to delayed payments to the contractor that affected his cash flow and led to suspension of works on 18th December 2024. The financial progress was at 45.2%, against a plan of 94.51%. One (1) IPC (US\$ 1.901 billion – 12.86%) was paid out of three (3) submitted IPCs (US\$ 14.783 billion).
6	Olwiyo–Pakwach (62.5 km)	49.82	11.39	22.9	Poor progress was registered at the end of June 2025. The cumulative physical progress was 37.66%, against a target of 81.44% and a time progress of 99.24%. The project was thus behind schedule due to delayed payments to the contractor, which affected his cash flow. This led to suspension of works from 1st November 2024 up to 22nd June 2025. The financial progress was at 51.18%, against a plan of 81.73%. A total of six (6) IPCs (US\$ 24.394 billion – 50.19%) were paid and partial payment of IPC 7A was made, out of nine (9) submitted IPCs (US\$ 48.601 billion). This left an outstanding payment of US\$ 3.995 billion. The contractor resumed works but slowed the pace of implementation.
7	Reconstruction of Masaka–Kyotera–Mutukula Road project (89.5 km) and rehabilitation of Nyendo–Villa Maria Road (11 km) and access roads (7 km) to paved standard	5.95	3.64	61.2	The performance of the project was fair. The cumulative physical progress was 4.35%, against a target of 5.95% and a time progress of 25.0%. The project was thus behind schedule due to: delayed acquisition of a quarry site; delayed finalisation of the design review report; and delayed mobilisation of laboratory equipment. The financial progress was at 11.66%, against planned progress of 13.2% (end of January 2025). The implementation of the project was also affected by delayed compensation of PAPs in areas where the road was being widened.
8	Rehabilitation of Matuuga–Semutto–Kapeeka Road (41km) and upgrading of town roads	72.01	20.4	28.3	The performance of the project was poor. The cumulative physical progress was 26.7%, against a target of 78.3% and a time progress of 83.2%. The project was thus behind schedule due to: cash flow challenges as the contractor had an outstanding balance on IPC No. 6 and IPC No. 7 amounting to US\$ 12,593,002,846; breakdown of the contractor's crushers and asphalt plant at the contractor's quarry in Nakaseke; delayed land acquisition for the RoW at the realignment section from km 26+400 to km 27+000. The financial progress was



					at 31.2%, against planned progress of 79.2%. A total of seven (7) IPCs had been submitted of which five were paid. The outstanding payment was USh 12.593 billion (from IPCs 6 and 7).
9	Rehabilitation of Kampala–Jinja	32.41	20.39	62.9	The performance of the project was fair. The cumulative progress of the project was 73.06%, against planned progress of 85.05% as of June 2025 hence a slippage of 12%. The contractor was on site, but had suspended works several times due to delays in payment, hence inadequate cashflows. The project was also affected by limited working time due to heavy traffic on the road. The scope of the project was varied from the earlier planned overlay to reconstruction of the road sections. This change in scope led to narrowing the scope to 30 km instead of 85 km earlier planned to fit within the contract sum. This, therefore, leaves the 55 km of the road unattended to; and this would need immediate intervention.
Overall Performance				33.01	Poor Performance

Source: MoWT Department of National Roads Projects Status Report for June 2025, Field Findings



Annex B4: Performance of Construction of Bridges on the National Road Network by 30th June 2025

Output Performance					
S/N	Bridge Name	Annual Target (%)	Achieved (%)	Score %	Remarks
1	Civil works for emergency restoration of Karuma Bridge along Kampala-Gulu Road	100.00	97.60	97.6	The bridge achieved very good performance. The cumulative physical progress was at 98.21%, against a target of 100%. Completed activities included: casting of the new deck slab; procurement and installation of bearings and expansion joints; construction of approach road parapets/retaining walls; installation of speed humps and rumbles; road marking; solar light installation; and stone pitching. The bridge was opened to traffic on 14th April 2025 after installation of expansion joints. Ongoing works were: sand blasting, undercoat paint and intermediate coat on steel elements all at 70%; and construction of gabion protection works at 80%.
2	Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp)	21.00	8.82	42.0	The performance was poor. The cumulative physical progress was 87.8%, against a target of 100%. Alla and Gazi were complete, open to traffic and their defects liability period had expired. While for Aca, the main box culvert and seven other culvert structures and the pioneer gravel layer were complete. Swamp filling and construction of secondary (relief) box culverts were ongoing. However, the delayed payments of the contractor IPCs posed a risk to completion as it had led to suspension of works in the previous FYs (September 2022 to June 2024). The financial progress was at 84.39%.
3	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	29.02	20.60	71.0	The project performance was good. The cumulative physical progress attained was 82%, against a planned progress of 96.5% and a time progress of 96.65%. The bridge structures for Osu and Kochi were complete, plus the roadworks, while Odrua Bridge was substantially complete, with road approach works ongoing. The project was being affected by the delayed payments to the service providers. The financial progress was at 63.15%.



Output Performance					
S/N	Bridge Name	Annual Target (%)	Achieved (%)	Score %	Remarks
4	Lot 2: Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu – Lwakhakha Road and Rubongi Bridge on Tororo – Nagongera Road in Eastern Uganda	34.03	0.00	0.0	No works executed within the FY as the contractor suspended works on 28th February 2024 due to funding constraints, directly related to non-payment of IPCs. The cumulative physical progress had stagnated at 65.4%, against a target of 99.7%, and a revised time progress of 73.13%. The project was also being affected by the lack of RoW for the approach roadworks at Nametsimeri, Nabukhaya, Nambola, Khamitsaru and Sahana. The financial progress was at 63.40%. Following the payment of the outstanding IPCs in June 2025, the contractor was mobilising to resume works on all the bridges. Total payment to the contractor amounted to USh 13,763,291,099.10 (96.4% of IPCs submitted).
5	Apaa Bridge on Amuru–Ome–Rhinoap Camp Road	51.45	44.20	85.9	The performance of the bridge was good. The cumulative physical progress was 78%, against a target of 85.25% at a time progress of 88.4%. The project was behind schedule due to delayed acquisition of the RoW. The bridge substructure walls were complete up to the bearing shelf and the steel deck girders were on site. The financial progress was at 60.9%, against a plan of 68.0%. The contractor had only received 72.8% of the certified IPCs.
6	Design and build of five (5) selected bridges: Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa Bridges along Bukuku – Rubona Road; and emergency reconstruction of Bwera Bridge	15.04	10.36	68.9	The performance of the project was fair (68.9%). The cumulative progress of the project was estimated at 31.84%, against a target of 36.98%, and a time progress of 99.91%. The progress on the individual bridges was as follows: Dunga 30.67%; Mahoma – 28.06%; Mpanga – 31.87%; Nyamuswa – 33.16%; Perepa – 0%; and Bwera – 80.15%. Works were only progressing at the Bwera Bridge. The concrete structures for the bridges were completed for all the bridges except for Perepa. The contractor halted works on the other bridges due to poor cash flow arising from delayed payments. The contract sum for the project was USh 29,633,125,830. The contractor received a cumulative total of USh 16,476,212,968. The financial progress was estimated at 55.6%. The project was, therefore, behind schedule. The works will not be completed within the remaining contract duration.



Output Performance					
S/N	Bridge Name	Annual Target (%)	Achieved (%)	Score %	Remarks
7	Emergency reconstruction of selected sections along Kampala – Masaka Road damaged by floods under design and build for Katonga Bridge (2.7 Km), Lwera Swamp (11.6 km) and Kalandazi Swamp (1.5 km)	39.82	42	100	The performance of the project was very good (100%). The cumulative overall physical progress was 42%, against a time progress of 39.82%. Financial progress is at 29.2% (IPC 1–3). Civil works for the box culverts and approach roads were ongoing for Lwera. Construction of box culverts, rockfill for embankment and abutments for Katonga Bridge were ongoing. For Kalandanzi Swamp, rockfill for the approach roads to the bridge and construction of box culverts were ongoing. The performance of the project was affected by delays in payment to the contractor.
Overall Performance Rating				66.5	Fair Performance

Source: Field Findings and Authors' Compilation



Annex C: Performance of the National Roads Maintenance for Each MoWT Station

a) Kasese MoWT Station

Annex C1: Performance of Force Account at Kasese MoWT Station by 30th June 2025

Activity	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (paved)	135.3	135.3	82.3	The performance of the LBCs was good.
Routine manual maintenance (unpaved)	296.5	296.5	88.6	
Routine mechanised maintenance (paved)	15	12.5	83.3	Good performance but scope was affected due to emergencies along Kasese–Kilembe Road and Kasese–Kikorongo Road.
Routine mechanised maintenance (unpaved)	155.7	120	77.1	
Overall Performance			82.8	Good Performance

Source: Kasese Station Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

**Annex C2: Performance of Contracts at Kasese MoWT Station by 30th June 2025**

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework contract for mechanised maintenance of Katungulu-Ishasha (87 km)	96	96	100.0	Contractor: Pekasa Enterprises Limited Contract sum: US\$ 1,499,912,750 Commencement date: 29th May 2024 Completion date: 28th Sept. 2024 The scope of work involved grading 50 km, gravelling 21 km of the road, gravel and rock filling in the swampy sections; and drainage improvement. The cumulative physical progress achieved on the project was 100%. The total certified value of IPCs amounted to US\$ 1,199,310,871; however, one IPC amounting to US\$ 211,869,000 had been made by the end of June 2025.
Overall Performance			100	Very Good Performance

Source: Kasese MoWT Station Progress Reports FY 2024/25



b) Kitgum MoWT Station

Annex C3: Performance of Force Account at Kigum MoWT Station by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine manual maintenance (paved) (km)	131.3	72.2	54.9	The achievement was fair due to budget shortfalls.
Routine Manual Maintenance (unpaved) (km)	891.0	730.0	81.9	Very good achievement.
Routine mechanised maintenance (paved) (km)	21.0	2.3	11.0	The achievement was poor due to budget shortfalls.
Routine mechanised maintenance (unpaved) (km)	388	208.8	53.8	The achievement was fair due to budget shortfalls.
Overall Performance			50.4	Fair Performance

Source: Kitgum Station Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

**Annex C4: Performance of Contracts at Kitgum MoWT Station by 30th June 2025**

Contract Name	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Mechanised maintenance under framework for Kitgum – Orom (90 km) and Kitgum Matidi–Kalongo–Patongo (77 km)	52.0	57.0	100.0	Contractor: M/s Prime Contractors Limited Contract sum: US\$ 3,018,921,031. Commencement date: 24th March 2025 Completion date: 25th September 2025. The works were ongoing at with a cumulative progress of 57%.
Mechanised maintenance of Patongo–Lukee Road (20 km)	100.0	100	100.0	Contractor: NIEM Establishment Limited Contract sum: US\$ 830,999,148. Commencement date: 8th February 2024 Completion date: 8th August 2024. Works were executed and completed on time.
Mechanised maintenance under framework of Padibe–Paloga–Madiopei (36 km)	52	36	69.2	Contractor: M/s Moha Construction Ltd Contract sum: US\$ 800,000,000 Commencement date: 25th March 2025 Completion date: 24th September 2025. The performance was affected by heavy rains and delayed payments.
Overall Performance			89.7	Good Performance

Source: Kitgum Station Quarterly Progress Reports FY 2024/25, and Author's Compilation



c) Lira MoWT Station

Annex C5: Performance of Force Account at Lira MoWT Station by 30th June 2025

Activity	Annual Target (km)	Annual Achievement (km)	Score (%)	Remarks
Routine manual maintenance (paved)	14.90	14.5	96.9	Very good performance.
Routine manual maintenance (unpaved)	702.4	702.4	100.0	Very good performance.
Routine mechanised maintenance (paved)	26.1	9	30.6	Budget shortfalls and late release of funds affected the performance.
Routine mechanised maintenance (unpaved)	263.3	246.1	93.4	Very good performance.
Culvert installations	32 (No.)	30 (No.)	93.7	Very good performance
Overall Performance			82.9	Good Performance

Source: Lira Station Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex C6: Performance of Contracts at Lira MoWT Station by 30th June 2025

Contract Name	Annual Target (%)	Annual achievement (%)	Score (%)	Remarks
Mechanised maintenance under Framework Phase 2 Contract of Agwata – Aduku Road (29.4 km) Call-off Order 2	33.3	33.3	100.0	Contractor: M/s Delaru Enterprises Ltd Contract sum: US\$ 703,010,816 Commencement date: 16th February 2024 Completion date: 17th August 2024. Works were executed and completed on time.
Mechanised maintenance under Framework Contract Phase 3 Lot 18 of Ocheri–Namasale (54 km)	33.3	30.0	90.9	Contractor: M/s Shajapa Technical Works Ltd Contract sum: US\$ 1,166,831,908 Commencement date: 16th February 2024. Completion date: 17th August 2024. The cumulative progress of works was 97% in June 2025. Project execution delayed due to delayed payments to the contractor (0%).
Mechanised maintenance under Framework Contract Phase 2 Lot 14 of Lira–Boroboro–Abako (41 km)	100.0	70.0	70.0	Contractor: M/s Tegeka Enterprises U) Ltd Contract sum: US\$ 2,011,759,844 Commencement date: 28th December 2024 Completion date: 27th June 2025. The cumulative progress of works was at 70% vs. a plan of 100%. The project was behind schedule, and this was attributed to the delayed payments of the contractor.
Overall Performance			86.9	Good Performance

Source: Lira Station Quarterly Progress Reports FY 2024/25 and Author's Compilation

**d) Masindi MoWT Station****Annex C7: Performance of Force Account at Masindi MoWT Station by 30th June 2025**

Output (km)	Annual Target (km)	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (paved)	380.8	380.8	85.5	The performance of the LBCs was good. However, the station did not work during the month of June due to inadequate financing.
Routine manual maintenance (unpaved)	214.3	214.3	87.2	
Routine mechanised maintenance (paved)	25	12.3	49.2	Poor performance due to inadequate financing (24.3% of the funds was released).
Routine mechanised maintenance (unpaved)	104	69	66.3	Fair Performance due to inadequate financing (59% of the funds was released).
Overall Performance			72.1	Good Performance

Source: Masindi Station Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex C8: Performance of Contracts at Masindi MoWT Station by 30th June 2025

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework contract for mechanised maintenance of Karongo–Katanga–Waki (22 km)	100	95	95	Contractor: Tic Lokere Enterprises Ltd Contract sum: US\$ 1,036,434,272 Commencement date: 7th March 2024 Completion date: 6th September 2024. The scope of work involved grading, gravelling, and drainage improvement. The cumulative physical progress achieved on the project was 95%. The total certified value of IPCs amounted to US\$ 984,612,558 and was paid.
Framework Contract for mechanised maintenance of Masindi – Rwenkunya (36km)	69.2	68.7	99.3	Contractor: Lusa Construction and Engineering Co. Ltd Contract sum: US\$ 1,026,222,329 Commencement date: 31st May 2024 Completion date: 30th November 2024. The scope of work involved grading, gravelling and drainage improvement. The cumulative physical progress achieved on the project was 99.5%.
				The total certified value of IPCs amounted to US\$ 1,021,091,217 and was paid.
Overall Performance			97.2	Very Good Performance

Source: Masindi MoWT Station Progress Reports FY 2024/25



e) Mpigi MoWT Station

Annex C9: Performance of Force Account at Mpigi MoWT Station by 30th June 2025

Output (km)	Annual Target (km)	Cum. Achieved Quantity (Q1–Q4)	Score (%)	Remarks
Routine manual maintenance (paved)	263.3	263.3	81.5	Worked for all the months.
Routine manual maintenance (unpaved)	399.6	399.6	80.0	Worked for all the months.
Routine mechanised maintenance (paved)	38.7	38.7	100	The works included patching, shoulder repairs, grading and drainage desilting.
Routine mechanised maintenance (unpaved)	347.3	253.7	73.0	Performance was affected by inadequate releases to the station.
Maintenance of 2 bridges	2	2	100.0	Worked on Buyala Bridge along Mityana Road and Busega box culvert on Kampala–Masaka Road
Overall Performance			86.9	Good Performance

Source: Mpigi Station Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex C10: Performance of Contracts at Mpigi MoWT Station by 30th June 2025

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework contract for mechanised maintenance of Kayabwe–Nkozi–Kabulasoke (45 km) and Kanoni–Misigi–Mityana (34.5 km)	77	76.8	99.7	Contractor: M/s Kiru General Services Ltd Contract sum: US\$ 1,998,668,459 Commencement date: 20th February 2024 Completion date: 20th August 2024 but was completed in December 2024. The scope of work involved grading, gravelling, and drainage improvement. The cumulative physical progress achieved on the project was 99.8%. Payments so far on the contract amount to US\$ 429,940,493 for IPC 1; IPCs 2 with value 1,515,693,294 not paid yet



Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework contract for mechanised maintenance of Lukolo–Bunjako (13.9 km)	75	74.6	99.5	Contractor: M/s Assured Engineering Services Ltd Contract sum: US\$ 1,997,369,716 Commencement date: 20th Feb 2024 Completion date: 20th October 2024 but ended in March 2025. The scope of work involved grading, gravelling, 2 km of swamp raising, and drainage improvement. The cumulative physical progress achieved on the project was 99.5%. The total certified value of IPCs amounted to US\$ 327,005,509 and was paid.
Overall Performance			99.6	Very Good performance

Source: Mpigi MoWT Station Progress Reports FY 2024/25

f) Tororo MoWT Station

Annex C11: Performance of Force Account at Tororo MoWT Station by 30th June 2025

Activity	Annual Target (km)	Cum. Achieved Quantity (Q1–Q2)	Score (%)	Remarks
Routine manual maintenance (paved)	170.26	156.1	91.6	LBCs were carried out for 11 months. Works were not carried out in the month of January 2025.
Routine manual maintenance (unpaved)	447.48	410.2	91.6	
Routine mechanised maintenance (paved)	71.8	71.8	100.0	Very good performance.
Routine mechanised maintenance (unpaved)	220.38	200.45	90.1	Very good performance.
Overall Performance			93.3	Very Good Performance

Source: Tororo Station Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation


Annex C12: Performance of Contracts at Tororo MoWT Station by 30th June 2025

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework contract for mechanised maintenance of Tororo–Nagongera (20 km), Namayingo–Lugala (17.2 km) and Lwangosha – Lufudu (13 km) Roads. Call-off Order No. 3.	49.0	49.0	100.0	Contractor: Joint Venture between BMCE Services and APCON Company Ltd Contract sum: US\$ 1,920,198,954. Commencement date: 13th February 2024. Completion date: 10th October 2024. Works were completed on 12th October 2025, and the DLP ended on 11th April 2025. The contract has a price variation, and interest was charged on delayed payments.
Framework contract for mechanised maintenance of Rubongi–Mulanda–Budumba (45 km) 1	70.0	0.0	0.00	Contractor: MML Road Construction Company Ltd Contract sum: US\$ 1,201,509,424 Commencement date: 17th April 2024 Completion date: 16th September 2024 Target was not achieved due to financial constraints by the contractor.
Framework contract for mechanised maintenance of Namayingo–Bumeru road (32 km) and Nagongera–Merikit–Ishikoye (35 km) Roads. Call-off Order No. 2.	60.0	60.0	100.0	Contractor: WIM Services Ltd Contract sum: US\$ 1,867,359,078 Commencement date: 7th March 2024. Completion date: 6th August 2024. The works were completed in October 2024, with the DLP ending in March 2025. The delayed completion was a result of the delayed payment of the contractor which affected cash flows.
Framework contract for mechanised maintenance of Malaba–Mella–Tuba (26 km) Road	100.0	30.0	30.0	Contractor: WIM Services Ltd Contract sum: US\$ 2,856,147,610 Commencement date: 1st October 2024 Completion date: 31st March 2025 The progress was affected by rains and cash flow constraints due to delayed payment leading to demobilisation in February 2025.
Overall Performance			57.5	Fair Performance

Source: Tororo Station Progress Reports FY 2024/25



Districts

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

a) Bushenyi District

Annex D1: Performance of the URF Roads Maintenance at Bushenyi District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	111.8	104.6	93.6	Very good performance
Routine mechanised maintenance (km)	37.2	32.2	86.6	Good performance. All the planned road projects were implemented.
Repair of culverts	2	2	100.0	Very good performance. The works were implemented.
Overall Physical Performance			93.4	Very Good Performance

Source: Bushenyi DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D2: Performance of the Road Maintenance Grant at Bushenyi District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	87.3	87.3	100.0	Performance was very good.
Culverts (lines)	43.0	43.0	100.0	Very good performance. Installation is pending for the four roads.
Overall Physical Performance			100.0	Very Good Performance

Source: Bushenyi DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation



b) Mubende District

Annex D3: Performance of the URF Roads Maintenance at Mubende District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	105.6	66.1	62.6	Performance was affected by inadequate road equipment and the late release of funds. Funds were received in Q4 due to the RAPEX exercise. There was intermittent release of funds in Q1 and Q2; and no release in Q3. Two roads totalling 39.5 km were not implemented; however, the district had procured inputs.
Routine manual maintenance (km)	105.6	0.0	0.0	This was not achieved due to inadequate funding.
Overall Physical Performance			62.6	Fair performance

Source: Mubende DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D4: Performance of the Road Maintenance Grant at Mubende District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	273.5	226.3	82.7	Performance was good. Despite the good performance, the equipment used to undertake the works was hired. The district equipment frequently broke down. Four roads out of 29 were yet to be implemented.
Culverts (lines)	74.0	74.0	100.0	Very good performance. Installation is pending for the four roads.
Overall Physical Performance			91.3	Very Good Performance

Source: Mubende DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

**c) Kakumiro District****Annex D5: Performance of URF Roads Maintenance at Kakumiro District by 30th June 2025**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	34.0	34.00	100.0	Performance was very good. Focus was on grading and compaction of the road for all the four roads planned.
Culverts (lines)	3	3	100	Performance was very good. Works were completed.
Overall Physical Performance			100	Very Good Performance

Source: Kakumiro DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D6: Performance of the Maintenance Grant at Kakumiro District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	90	90	100	The entire scope was achieved on these roads. Eight roads were planned and all were worked on.
Overall Physical Performance			100.0	Very Good Performance

Source: Kakumiro DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

d) Kween District**Annex D7: Performance of URF Roads Maintenance at Kween District by 30th June 2025**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	24.0	18.00	75.0	Performance was good. Achievement of targets was affected by short falls in budget release.
Culverts (lines)	42.0	36.0	85.7	Performance was good. Works were still ongoing.
Overall Physical Performance			80.4	Good Performance

Source: Kween DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation


Annex D8: Performance of the Maintenance Grant at Kween District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic maintenance (km)	11.3	6.0	53.1	Performance was fair. Implementation of works commenced in June 2025 and works were ongoing. The delayed commencement of works was due to: delayed approval of the works by the District Roads Committee; inadequate equipment; heavy rains; and non-availability of gravel in the district/region. No achievement was registered.
Routine mechanised maintenance (km)	15.2	8.0	52.6	
Overall Physical Performance			53.0	Fair Performance

Source: Kwen DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

e) Lamwo District
Annex D9: Performance of URF Roads Maintenance at Lamwo District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	328	0	0	Works were yet to be done due to inadequate equipment units. However, funds for materials and fuel had been secured.
Routine mechanised maintenance (km)	29.3	0	0	
Overall Physical Performance			0	Poor Performance

Source: Lamwo DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D10: Performance of the Roads Maintenance Grant at Lamwo District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	44.7	44.1	100	Performance was very good.
Periodic maintenance (km)	30.15	0	0	Performance was poor due to inadequate equipment. The road works started in July 2025 and were ongoing.
Overall Physical Performance			50.0	Fair Performance

Source: Lamwo DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation



f) Nebbi District

Annex D11: Performance of URF Road Maintenance at Nebbi District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	78.0	78.0	75.0	Performance was good. Works were only done in three quarters.
Overall Physical Performance			75.0	Good Performance

Source: Nebbi DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D12: Performance of the Road Maintenance Grant at Nebbi District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	51	51	100	Performance was very good.
Routine mechanised maintenance (km)	38	38	100	Performance was very good.
Periodic maintenance (km)	46	18.4	40	Performance was poor. Graveling works were pending due to delayed testing of gravel sources.
Overall Physical Performance			80	Good Performance

Source: Nebbi DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

g) Tororo District

Annex D13: Performance of URF Road Maintenance at Tororo District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	69.4	64.4	30.1	Performance was poor due to budget cuts and emergency interventions. Thus, works were not carried out in all quarters.
Overall Physical Performance			30.1	Poor Performance

Source: Tororo DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D14: Performance of the Maintenance Grant at Tororo District by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	178.4	145.3	81.4	Performance was good. Works on some of the roads were going.
Overall Physical Performance			81.4	Good Performance

Source: Tororo DLG Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation



Cities

a) Fort Portal City

Annex D15: Performance of URF Roads Maintenance at Fort Portal City by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km) –Paved	8.0	8.0	100.0	Very good performance. The city worked for 12 months. The major activity was desilting of culverts.
Routine manual maintenance (km) – Unpaved	12.0	12.0	100.0	The performance was very good. The city worked for 12 months. The major activity was desilting of culverts.
Routine mechanised maintenance (km)	15.6	15.6	100.0	The performance was very good. Grading and spot gravelling of the 12 roads. All the 12 roads were worked on. Delays in release of funds affected implementation.
Overall Physical Performance			100.0	Very Good Performance

Source: Fort Portal City Annual Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D16: Performance of the Road Maintenance Grant at Fort Portal City by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine mechanised maintenance (km)	66	59	89.4	Fair performance. Achievement of targets was affected by emergencies from flash floods.
Repair of bridges	2	2	100.0	Two bridges were in progress. Kanyamulimi Bridge and Nyamaya Bridge – Single-cell box culverts.
Installation of culverts	13	13	100.0	Procured and installed 4 lines for 900 mm & 8 lines of 600 mm and 1 line of 450 mm to an access.
Repair of solar street lighting	14	14	100.0	Maintenance of solar street lighting was undertaken.
Overall Physical Performance			97.4	Very Good Performance

Source: Fort Portal City Annual Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

**b) Masaka City****Annex D17: Performance of URF Road Maintenance at Masaka City by 30th June 2025**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km) – Paved	54.98	54.98	100.0	The performance was very good. All the planned outputs were achieved.
Routine mechanised maintenance (km)	6.05	6.05	100.0	The performance was very good.
Periodic maintenance (km)	18.4	18.4	100.0	The performance was very good.
Overall Physical Performance			100.0	Very Good Performance

Source: Masaka City Annual Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D18: Performance of the Road Maintenance Grant at Masaka City by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic maintenance (paved), km	0.23	0.23	100.0	Very good performance.
Periodic maintenance (unpaved), km	39.33	39.33	100.0	
Maintenance of street lighting, no.	45	45	100.0	
Overall Physical Performance			100.0	Very Good Performance

Source: Masaka City Annual Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

c) Mbale City**Annex D19: Performance of URF Road Maintenance at Mbale City by 30th June 2025**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km) – Paved	60	30	50.0	The performance was very fair. Works were done in only two quarters.
Routine mechanised maintenance (km)	15	15	100.0	The performance was very good.
Periodic maintenance (km)	34	34	100.0	The performance was very good.
Overall Physical Performance			83.3	Good Performance

Source: Mbale City Annual Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation


Annex D20: Performance of the Road Maintenance Grant at Mbale City by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Shaping and grading (km)	439.0	280.0	63.7	Fair Performance. Achievement of targets was affected by emergencies from flash floods.
Opening up (km)	100.0	65.0	65	
Overall Physical Performance			64.4	Fair Performance

Source: Mbale City Annual Work Plan, Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Municipal Councils
d) Kapchorwa MC
Annex D21: Performance of URF Road Maintenance at Kapchorwa MC by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Tractor repairs	100%	45%	45.0	Performance was affected by inadequate release as 84% of budget was released
Routine manual maintenance (km)	43.75	40.32	92.0	
Overall Physical Performance			68.5	Fair Performance

Source: Kapchorwa MC Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D22: Performance of the Maintenance Grant at Kapchorwa MC by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic maintenance (km)	20.4	0.0	0.0	Poor performance due to lack of equipment and prolonged rains.
Bridges (no.)	1.0	1.0	100.0	Very good performance.
Culverts (lines)	480	302	62.9	Fair performance. Affected by the increase in the unit rate.
Overall Physical Performance			54.3	Fair Performance

Source: Kapchorwa MC Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation



e) Nebbi MC

Annex D23: Performance of URF Road Maintenance at Nebbi MC by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	162.18	81.09	50	Performance was fair as there were no works carried out in Q3 and Q4.
Routine mechanised maintenance (km)	4.1	4.1	100	Very good performance.
Overall Physical Performance			75	Good Performance

Source: Nebbi MC Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation

Annex D24: Performance of the Maintenance Grant at Nebbi MC by 30th June 2025

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine manual maintenance (km)	31.9	31.9	100	Very good performance
Routine mechanised maintenance (km)	12.21	13.3	100.0	Very good performance
Periodic maintenance (km)	12.8	12.58	94	Very good performance. Drainage works were pending due to the delayed supply of culverts
Overall Physical Performance			98	Very Good Performance

Source: Nebbi MC Annual Work Plan; Quarterly Progress Reports FY 2024/25, and Authors' Compilation



Annex E: Performance of the Construction of Bridges on the DUCAR Network by 30th June 2025

S/N	Bridge Name	Annual Target (%)	Achieved (%)	Score (%)	Remarks
1	Bugibuni Bunadasa Bridge (Sironko)	5.00	5.00	100.0	The performance was very good. The bridge was complete and the works were under the DLP.
2	Construction of disability- and pedestrian-friendly works for Osudan – Abarila Swamp crossing in Katakwi and Amuria	40.00	20.00	50.0	The performance was fair. The bridge works were at 80%, against 100%. The works were behind schedule and this was attributed to the delayed releases.
3	Construction of disability- and pedestrian-friendly works for Funguwe– Muwafu Swamp crossing (Tororo)	23.00	13.00	56.5	The performance was fair. The physical progress of works was at 90%, against 100%. The works were behind schedule and this was attributed to the delayed releases and heavy rains.
4	Construction of disability- and pedestrian-friendly works of Kwapa Bridge (Tororo)	75.00	20.00	26.7	The performance was poor. The physical progress of works was at 25%, against 80%. The works were behind schedule and this was attributed to the delayed releases and heavy rains.
5	Construction of disability- and pedestrian friendly works of Aleles Bridge (Pallisa)	16.60	16.60	100.0	The performance was very good. The bridge was complete and the works were under the DLP.
6	Construction of disability- and pedestrian-friendly works of Karujumba Bridge (Kasese)	32.00	32.00	100.0	The performance was very good. The bridge was complete and the works were under the DLP.
7	Construction of disability- and pedestrian-friendly works for the Nyahuka– Mirambi Bridge (Bundibugyo)	50.00	5.00	10.0	The performance was poor. The physical progress was at 5%, against a plan of 50%.
8	Construction of Kiyanja Swamp crossing (Ntororoko District)	0.30	0.05	16.7	The performance was poor. The physical progress was at 0.05%, against a plan of 30%. The MoWT had completed the design and materials for construction were mobilised.
9	Construction of Bikongozo box culvert (Rukungiri District)	0.50	0.05	10.0	The performance was poor. The physical progress was at 0.05%. The MoWT had mobilised materials and equipment for the construction works to commence.



S/N	Bridge Name	Annual Target (%)	Achieved (%)	Score (%)	Remarks
10	Construction of Haibaale Swamp crossing (Kakumiro District)	0.20	0.05	25.0	The performance was poor. The physical progress was at 5%, against a plan of 50%. The implementation of the project was affected by RoW issues and obstruction of foundation works by a hard rock encountered on site.
11	Construction of Ncwera Bridge (Mitooma District)	0.15	0.00	0.0	The performance was poor. There were no physical works executed as procurement of a contractor for the bridge construction was underway.
12	Construction of disability- and pedestrian-friendly works for the Kadokolene Swamp crossing	1.00	0.98	98.0	The performance was very good. The project was practically completed on 15th February 2025, and is under the DLP.
13	Construction of disability- and pedestrian-friendly works for Tajar Bridge	0.50	0.05	10.0	The performance was poor. The physical progress was at 0.05%, against a plan of 0.5%. The contractor was undertaking design review, river diversion and camp establishment.
14	Construction of 4 No. disability- and pedestrian-friendly cable trail bridges completed (Nkisyia, Kahondo Church, Nyakeina-Kabira, Kikaada) under B2P in hard-to-reach areas for all regions in Uganda to provide access to isolated communities completed	4.00	4.00	100.0	The performance was very good. The bridge was complete and the works were under the DLP.
15	Construction of 1 No. metallic ladder in an inaccessible hilly rural area in Mt Elgon (Namgwi)	80.00	80.00	100.0	The performance was very good. The bridge was complete and the works were under the DLP.
16	Construction of disability- and pedestrian-friendly works for Ssezibwa (Bulandi-Gyira) Swamp crossing	10.00	10.00	100.0	The performance was very good. The bridge was complete and the works were under the DLP.
	Overall Performance			56.4	Fair Performance
	Rating				

Source: DUCAR Bridges Project Progress Reports FY 2024/25 and Authors' Compilation



Annex F: Performance of the DRRU Force Account Units by 30th June 2025

i) DRRU – Jinja

Annex F1: Physical Performance of Jinja DRRU by 30th June 2025

Road Name	District	Annual Planned Target (km)	Cum. Achieved Quantity by Q4 (km)	Score (%)	Remarks
Ndalike–Ngadho (2.5 km)	Kamuli	–	–	–	Payment of outstanding commitments
Igeyero–Namatalo–Bukapala	Jinja	4.1	4.1	95.0	Works were substantially complete. Pending work was headwall construction.
Naigombwa Swamp crossing between Namutumba and Kaliro Districts	Namutumba	2.0	0.00	0.00	Works started in July 2025 due to delayed releases.
Overall Physical Performance				47.50	Poor Performance

Source: Jinja DRRU Annual Work Plan; Quarterly Progress Reports for FY 2024/25, and Authors' Compilation

ii) DRRU – North

Annex F2: Physical Performance of North DRRU by 30th June 2025

Road Name		Districts	Annual Planned Target (km)	Cum. Achieved Quantity (km)	Score (%)	Remarks
Omier–Azingo–Zombo Border		Nebbi	–	–	–	Payment of outstanding commitments
Agweng – Okwang – Baralegi State Lodge		Otuke	–	–	–	Payment of outstanding commitments
Amai–Otengocinge – Ojem–Awelo		Amolatar	6.0	5.1	85.0	The works were ongoing
Goma–Goro–Li–Pajok II		Nwoya	5	0.0	0.00	Mobilisation in progress
Aloi–Ogini–Kakira PS		Alebtong	6.0	4.8	80.0	The works were ongoing
Ladonga Robe Koka		Yumbe	7.5	0.0	0.00	Mobilisation in progress
Road						
Teboke–Aboke –Alito– Ogur		Kole	7	4.9	70.0	The works were ongoing
Lia Museum Road 3.5 km and Napopojo Napeiro Road 2.2 km		Moroto	3	1.8	60.0	The works were ongoing
	Overall Physical Performance				49.16	Poor Performance

Source: North DRRU Annual Work Plan; Quarterly Progress Reports for FY 2024/25, and Authors' Compilation



iii) DRRU – West

Annex F3: Physical Performance of West DRRU by 30th June 2025

Road Name	Districts	Annual Planned Target (Km)	Cum. Achieved Quantity (Km)	Score (%)	Remarks
Emergency installation of 2 lines of 2,500 mm diameter Armco culverts along Kakirago I–Bugangari HC III	Rukungiri	–	–	–	Payment of outstanding commitments amounting to USh 41.268 million
Kinyamaseke–Muruti (10.7 km)	Kasese	–	–	–	Payment of outstanding commitments amounting to USh 108.281 million
Nyamirama–Kyabahanga Bridge–Bwambara (19.4 km)	Kanungu	–	–	–	Payment of outstanding commitments amounting to USh 414.996 million
Busanza–Kaburasasi–Mupaka (7 km)	Kisoro	–	–	–	Payment of outstanding commitments amounting to USh 113.508 million
Nyabukara–Harugongo – Nyantaboma–Mpinga (12.9 km)	Fort Portal	–	–	–	Payment of outstanding commitments amounting to USh 82.456 million
Rukwanzi–Kyankaramata – Kaiso–Matiri (4.8 km)	Kyenjojo	–	–	–	Payment of outstanding commitments amounting to USh 150.566 million
Kyarukoka–Rugoiga–Kihaguzi–Binyinya–Kisaigi (24.8 km)	Kakumiro	24.8	24.8	100	The works were completed at USh 384.356 million
Emergency concrete culverts for swamp crossing	Kakumiro	–	–	–	Payment of outstanding commitments amounting to USh 35.294 million
Give a goat access road (1.1 km)	Kasese	–	–	–	Payment of outstanding commitments amounting to USh 29.645 million
Rwempungu TC–Bitereko – Rutooky–Nyabubare–Kizinda–Kigoma	Mitooma	–	–	–	Payment of outstanding commitments amounting to USh 6.8 million
Emergency rehabilitation works along Kabogor – Ijwara Road (13km)	Kazo	13	13	100	The works were completed at USh 144.017 million
Katagurukwa–Kinumi (9.1 km)	Masindi	9.1	9.1	100	The works were completed at USh 84.137 million
Emergency rehabilitation works along Ndaiga – Kamima Road (3.0km)	Kagadi	3	3	100	The works were completed at USh 102.643 million
Overall Physical Performance				100	Very Good Performance

Source: West DRRU Annual Work Plan; Quarterly Progress Reports for FY 2024/25, and Authors' Compilation



Annex H: Progress Report for Low-cost Sealing of Selected District Roads as at 30th June 2025

Road Name	Length (km)	Location (District)	Duration (Months)	Contract Amount (US\$)	% Progress Planned	Cum. Progress Achieved	Performance Score
Busaana Town Council Roads (4.0km) and Gavu Nsagi (6.0km)	6.0	Mukono	12	9,157,645,089	95	40.4	43%
	4.0	Kayunga			90	60	67%
Hima-Kihyo Road (6.0km) and Kirembo-Kasemire Road (4.0 km)	6.0	Hima	12	7,995,395,260	55	55	100%
	4.0	Kirembo			25	25	100%
Dr Limlim road (0.7 km) Kaddam Road (1.5 km) and Market Road (2.8 km)	5.0	Nakapiripirit	9	5,837,425,214	60	25	42%
Mweena Road (2.8 km), Ssemakadde Road (1.5 km) and Buggala Road (0.7 km)	5.0	Kalangala	9	4,196,522,181	30	30	100%
Low-cost sealing of Getom-Toroma Road (7.0 km)	7.0	Katakwi	12	9,346,550,010	80	55	69%
Ntusi Town Council Roads (3.5km)	3.5	Sembabule	12	3,379,165,929	90	30	33%
Low-cost sealing of Bitereko S/C-Nchwera, Omukyapa-Kigalama CoU and Nchwera Nyengaramire-Omukigano Road	5.0	Mitooma	12	5,995,890,030	70	50	71%
Low-cost sealing of Kyoga-Banda-Kakunyu-Namusera-Nekwa Road (7.0 km)	7.0	Wakiso	12	7,596,032,526	80	40	50%
Low-cost sealing of Bukunda-Buyaga Road (5.0 km)	5.0	Masaka	12	5,886,602,634	100	30	30%
Low-cost sealing of Nakazinga Road (0.4 km), Market Street Road (0.3km), Nsongwe Road (0.3 km), Kyabakaire Road (0.8 km), Kooke-Ngobi Road (0.57 km) and Museene Road (0.3 km)	2.7	Namutumba	12	2,600,144,396	90	45	50%
Low-cost sealing of Katholu-Kayanzi in Kasese District	8.5	Kasese	12	8,415,104,313	100	32.2	32%
Low-cost sealing of Lwengo T/C roads	5.0	Lwengo	2	10,400,000,000	70	30	43%
Low-cost sealing of roads in and around Bishop Hannington Memorial Site	4.7	Mayuge	12	5,683,045,241	90	32.6	36%
Overall Physical Performance							38.6%

Source: Low-cost Sealing Project Progress Reports FY 2024/25 and Authors' Compilation





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