



INTEGRATED TRANSPORT INFRASTRUCTURE SERVICES PROGRAMME

Semi-Annual Budget Monitoring Report

Financial Year 2024/25

May 2025

Budget Monitoring and Accountability Unit
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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
BRT	Bus Rapid Transit
CRIP	Community Roads Improvement Project
DDEG	Discretionary Development Equalisation Grant
DLP	Defects Liability Period
DUCAR	District, Urban and Community Access Roads
EC	European Commission
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
IPCs	Interim Payment Certificates
IPF	Indicative Planning Figure
ITIS	Integrated Transport Infrastructure Services
KCCA	Kampala Capital City Authority
Km	Kilometre
KPI	Key Performance Indicator
LBC	Labour-Based Contract
LRT	Light Rail Transit
LGs	Local Governments
LVSR	Low-Volume Sealed Roads
MGR	Metre Gauge Railway
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MC	Municipal Council



MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoWT	Ministry of Works and Transport
MWE	Ministry of Water and Environment
MGI	Ministry of Gender and Income
NDP III	Third National Development Plan
NRC/R	National Road Construction/Rehabilitation
NRM	National Roads Maintenance
PAPs	Project-Affected Persons
PIAP	Programme Implementation Action Plan
PMS	Pavement Management System
PWG	Programme Working Group
Q	Quarter
Q1	Quarter One
Q2	Quarter Two
RoW	Right of Way
RMG	Road Maintenance Grant
SDR	Special Drawing Right
SWOT	Strengths, Weaknesses, Opportunities and Threats
TMS	Traffic Management System
UACE	Uganda Advanced Certificate of Education
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 Shilling
USD	United States Dollar
VECM	Vector Error Correction Model
ZEA	Zero Emission Area



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 Integrated Transport Infrastructure Services (ITIS) programme budget in FY 2024/25 is US\$ 4868.53 billion, of which US\$ 1,525.51 billion (31.4%) was released and US\$ 1,071.42 billion (70.2% of release) was expended by 31st December 2024. Thus, the release and absorption performance was fair and good, respectively. Despite the release, the funds were inadequate to enable the timely implementation of both development and recurrent outputs under the programme. The inadequate release led to delayed payments to the service providers.

The overall performance of the Integrated Transport Infrastructure Services (ITIS) programme was fair, at 53.8%. Therefore, the programme significantly did not achieve the planned outputs in most of the sub-programmes during the half-year period. This performance was majorly attributed to the exhaustion of the budget for the Land Use and Transport Planning sub-programme, which affected the acquisition of the right of way (RoW) for development projects. Consequently, this affected the achievement of targets under the Transport Infrastructure and Services Development as well as Transport Asset Management Sub-programmes. There was over-commitment of the implementing agencies compared to the available financing in the programme, leading to the accumulation of arrears.

Under the *Transport Infrastructure and Services Development sub-programme*, whose aim is to increase transport interconnectivity to promote interregional trade and reduce poverty, as well as optimise transport infrastructure and services investment across all modes, the performance was poor (46.5%). This was due to the fair performance of the interventions involving the construction and upgrade of climate-proof strategic transport infrastructure and strengthening the local construction capacity; as well as the poor performance of the intervention entailing the implementation of an integrated multi-modal transportation hub.

The capacity of the existing transport infrastructure was increased through tarmacking of roads; construction of ferries and their landing sites under water transport; rehabilitation of the Tororo-Gulu Metre Gauge Railway (MGR) Line and the Tororo-Namanve railway section; development of the New Kampala Port at Bukasa; and maintenance of the upcountry aerodromes. A total of 65.9 km were added to the national network, with Rukugiri-Kihihi, Lugogo-Kasozi (1 km) and Lugogo-Ngoma (6.6 km) approach roads being substantially completed. As a result, the stock of the national paved network increased by 1.07%, from 6,199 km in FY 2023/24 to 6,264.9 km in FY 2024/25.

The performance of *the implementation of an integrated multi-modal transportation hub intervention* was poor. This was on account of the poor performance of the improvement of ferry services and the construction of landing sites/jetties. The achievement of the intervention's semi-annual FY targets was affected by the delayed payment of contractors, leading to the suspension of works.

Through the application of the reservation schemes aimed at *strengthening the capacity of the local construction industry*, the value of civil works awarded to the local service providers was 35.7% out of the targeted 40% under the MoWT. However, the local service providers lack adequate financial capacity to attract and maintain the requisite human resources and equipment. This affects their ability to execute the works, owing to limited access to credit from the financial institutions, with most of the local companies not qualifying for both short- and long-term credit.



Under the ***Transport Asset Management sub-programme***, which aims to prioritise transport asset management and increase their lifespan, performance was fair (62.0%). The intervention to rehabilitate and maintain transport infrastructure performed fairly, while that of adopting cost-efficient technologies to reduce maintenance backlog was poor. The underperformance is primarily attributed to delayed release and insufficient funding allocations to projects and implementing units. In contrast, the intervention to enforce loading limits demonstrated very good performance.

The output for the rehabilitation of the national paved road network implemented by UNRA performed poorly, at 28.1%. A total of 84 km equivalent of the national roads were rehabilitated, against an annual target of 247 km.

The performance of the Community Roads Improvement Project (CRIP) was fair, at 60.5%. A total of 242 km of fully gravelled roads on the Community Access Roads (CARs) network were completed by half-year. The inadequate release of funds for this project primarily affected the performance, with only 26.3% of the annual budget released.

The adoption of cost-efficient technologies through the implementation of low-cost sealing on district roads performed poorly, at 33.1%. This poor performance was attributed to several factors, including torrential rains and slow progress by contractors due to poor cash flow. The underperformance of these projects undermines the intervention's goal of reducing the maintenance backlog on the district road network.

The National and District Urban and Community Access Roads (DUCAR) were maintained through routine manual and mechanized maintenance (force account), and contracts. The performance of national roads maintenance was good, achieving 78.3% for force account and 73.7% for contracts. However, the maintenance of the DUCAR network undertaken by the Local Governments (LGs) performed poorly, achieving only 41.8%. The UNRA stations primarily addressed emergencies caused by the heavy rains received in Q1 and Q2, while most Local Governments focused on routine mechanised maintenance.

The intervention involving the construction of bridges on the DUCAR network by the MoWT performed fairly, at 50.0%. One cable bridge was substantially completed, while the construction of an additional 16 bridges was ongoing across the DUCAR network. Performance was greatly affected by the insufficient and delayed disbursement of funds, as well as flooding of the sites due to abnormal rains, which led to the suspension of work on some sites.

The enforcement of axle loads was highly effective, with the percentage of overloaded trucks on the national network decreasing to 3.6%, exceeding the target reduction of 4% set for FY 2024/25. This decline marks a significant advancement in extending the lifespan of the road infrastructure. However, there is still a pressing need to strengthen enforcement efforts to eliminate overloaded vehicles entirely.

The ***Land Use and Transport Planning sub-programme*** registered a poor performance (23.51%) on account of inadequate disbursement of the finances for the RoW acquisition, which affected compensation of the project-affected persons (PAPs). Consequently, this greatly affected achievement of targets under the Transport Infrastructure and Services Development sub-programme.



The performance of the ***Transport Regulation sub-programme*** was good (83%) on account of the very good performance (100%) of the intervention to enforce relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks, as well as the fair performance (66%) of the intervention to review, update and develop transport infrastructure and services policies, plans, regulations, and standards and laws. The performance of the enforcement of transport infrastructure and services policies, laws, and regulations was attributed to the achievement of half-year targets across the rail and road transport modes, contributing to improved safety and compliance.

Overall Challenges

1. The programme implementing agencies overcommit to implement projects compared to the available funds. As a result, there is an accumulation of debt and arrears due to delays in the payment of service providers, leading to suspension of works and compensation of PAPs.
2. Delayed access to project corridors or right of way on upgrading projects on the national road network, mainly due to exhaustion of the compensation budget and grievances from the PAPs. This also affected timely relocation of utilities.
3. Inadequate staffing at the LGs for key positions such as District Engineers and Equipment Operators compromises the achievement of planned outputs. This is mainly due to the low wage bill provisions.
4. Low investment in the water and railway transportation modes was hindering the development of a seamless multi-modal public transportation system.

Recommendations

1. The MoWT should prioritise the payment of debt and acquisition of RoW for ongoing projects and stay the entry of new projects in the Public Investment Plan and budget until fiscal space is realised within the programme budget ceiling.
2. The MoWT should fast-track land acquisition with at least 50% – 80% of the RoW made available before commencement of the project works and ensuring it is finalised within six (6) months after commencement for future projects.
3. The MoWT/Programme Working Group (PWG) should prioritise investments in water transport and fast-tracking the implementation of the railway sub-sector projects, including the construction of the Standard Gauge Railway and the rehabilitation of the metre gauge line. Both local and foreign investors should be targeted.



CHAPTER 1: INTRODUCTION

1.1 Background

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

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). The BMAU work is aligned to budget execution, accountability, service delivery, and implementation of the Domestic Revenue Mobilisation Strategy (DRMS).

Starting FY 2021/22, the BMAU has been undertaking Programme-Based Monitoring (PBM) 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 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 the 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 to December 2024. The performance findings in the report are presented per the approved PIAP interventions.

1.2 Programme Goal

The goal of the Integrated Transport Infrastructure and Services (ITIS) programme is to have a seamless, safe, inclusive and sustainable multi-modal transport system. The programme targets to: reduce average travel time; reduce freight transportation costs; reduce the unit cost of building transport infrastructure; increase the stock of transport infrastructure; increase the 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; and
- vi. Increase transport interconnectivity to promote intraregional trade and reduce poverty.

1.4 Programme Outcomes and Indicators

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

Table 1. 1: List of Programme Outcomes and Indicators

s/n	Outcome	Indicator
1	Improved accessibility to goods and services.	Travel time within Greater Kampala Metropolitan Area (GKMA) and other cities; travel time on national roads and district roads; stock of paved national roads; stock of paved urban roads.
2	Reduced cost of transport infrastructure.	Unit cost of upgrading roads to paved standard; unit cost of rehabilitation of paved roads; unit cost of reconstruction of paved roads; average cost for construction of unpaved/ gravel road; unit cost of rehabilitation of metre gauge rail infrastructure.
3	Improved national transport planning.	% actual progress vs. planned implementation of the NDP III.
4	Longer service life of transport investment.	Average infrastructure lifespan for tarmac roads (years); average infrastructure lifespan for first class murram roads (years).
5	Improved safety of transport services.	Total fatalities on road transport, serious injuries on road transport, casualties per 100,000 vehicles (road transport).
6	Improved coordination and implementation of transport infrastructure and services.	% of 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 the four (4) sub-programmes under the Integrated Transport and Infrastructure Services (ITIS) programme were considered. Three (3) out of six (6) interventions under the Transport Infrastructure and Services Development sub-programme were monitored. Three (3) strategic infrastructure projects were monitored under MoWT; fifteen (15) upgrading road projects and three (3) landing sites/ferries under the UNRA; and feasibility studies and detailed designs under UNRA.

Under the Transport Asset Management sub-programme, six (6) UNRA stations for the National Roads Maintenance and seven (7) Local Governments (1 city, 1 municipality and 5 districts) for the District Urban and Community Access Roads (DUCAR) maintenance under the Uganda Road Fund (URF); seven (7) bridge projects under UNRA and four (4) bridge projects under MoWT; six (6) rehabilitation projects by the UNRA; sealing of district roads with Probase and other low-cost seals by MoWT in 11 districts; and enforcement of axle loading by UNRA were monitored.

Acquisition of the right of way (RoW) for development projects, as well as the development and enforcement of the policies, laws and regulations by MoWT was monitored for the Land Use and Transport Planning and Transport Regulation sub-programmes, respectively.

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

2.2 Sampling

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

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

2.3 Data Collection

The methods adopted during the monitoring were:

1. Consultations and key informant interviews (KIIs) with project managers in implementing agencies both at the Central and Local Government levels.
2. Review of secondary data sources, including: PIAPs, 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 was used, 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 rating 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 criterion in Table 2.2.

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

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

Table 2.2: Assessment Guide Used to Measure Performance

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

Source: Author's Compilation

2.5 Limitations

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



2.6 Structure of the Report

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

CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Overall Programme Performance

Financial Performance

Overall, the release and absorption performance of the programme was fair (31.4%) and good (70.2%), respectively. Despite the release, the funds were inadequate to enable the implementation of both development and recurrent outputs under the programme. Only one (Transport Asset Management) out of four sub-programmes met its half-year disbursement target (50%). The release of funds for the land acquisition for the RoW on upgrading road projects under the Land Use and Transport Planning sub-programme had the worst performance (26.6%). This poor release under this sub-programme rendered the MoWT and UNRA unable to compensate PAPs along the Tororo–Gulu Metre-Gauge Railway (MGR) and Bukasa Port, and adequately acquire the RoW for continuous road upgrading works along the road corridors, respectively. This directly affected the performance of two sub-programmes: Transport Infrastructure and Services Development, and Transport Asset Management.

Under the Transport Asset Management sub-programme, the disbursement of funds for the maintenance of national and district roads under the Uganda Road Fund (URF) was low as the half-year target was not met, which affected timely implementation of the planned road maintenance outputs. 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 31st December 2024

Sub-Programme	Budget (Billion, US\$)	Release (Billion, US\$)	Expenditure (Billion, US\$)	% of Budget Released	% of Release Spent
Transport Infrastructure and Services Development	3,643.21	975.69	583.22	26.8	59.8
Transport Asset Management	760.77	421.29	367.18	55.4	87.2
Land use and Transport Planning ¹	291.64	77.66	74.27	26.6	95.6
Transport Regulation	172.90	51.88	46.75	30.0	90.1
Grand Total	4,868.53	1,526.51	1,071.42	31.4	70.2

Source: UNRA, MoWT, URF, KCCA Quarter 2 Vote Performance Reports, FY 2024/25

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

¹ Composed of financing for RoW acquisition under UNRA and MoWT



Physical Performance

The overall performance of the ITIS programme was fair, at 53.8%. This was on account of the good and fair performance under the Transport Regulation and Transport Asset Management sub-programmes. The other two sub-programmes 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 inadequate releases in the first half of the FY to the implementing agencies. The underperformance of the Land Use and Transport Planning sub-programme directly affected implementation of the planned outputs under the Transport Infrastructure and Services Development sub-programme. Key planned outputs such as the development of Bukasa Port, as well as the rehabilitation of the Tororo-Gulu MGR were not achieved. Therefore, the intended objectives of the programme such as increasing transport interconnectivity to promote interregional trade and reduce poverty, as well as optimise transport infrastructure and services investment across all modes may not be realised.

Table 3.2: Summary of the Performance of ITIS Programme by 31st December 2024

Sub-Programme	Performance (%)	Remarks
Transport Infrastructure and Services Development	46.5	Poor
Transport Asset Management	62.0	Fair
Land use and Transport Planning	23.5	Poor
Transport Regulation	83	Good
Overall Performance	53.8	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, construction of Lugogo–Kasozi (1 km) and Lugogo–Ngoma (6.6 km) 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 good performance of the Enforcing of Loading Limits and National Road Maintenance interventions. However, this performance was weighted down by the interventions of road rehabilitation, DUCAR maintenance, and low-cost sealing technologies, which experienced poor performance due to inadequate and delayed disbursements to the implementing agencies. As a result of these disbursement inefficiencies, the agencies did not undertake all the planned force account activities on the road network within the first half of the FY.

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 URF to MoWT, affected payments and timely

execution of planned processes and works. Additionally, the delayed finalisation of management changes to absorb some staff affected by RAPEX is another issue.

2. There is lack of weighbridges on some of the national road sections, for instance Kamdini–Arua and the Karamoja sub-region, which leaves the roads at risk of damage by the overloaded trucks.
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, which is expensive.
4. Rampant vandalism of road furniture, especially road signage, which increases the risk of road crashes.

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 an increase in transport interconnectivity to promote internal and intra-regional trade and reduce poverty.

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

Others are: Provision of non-motorised transport infrastructure within urban areas; Implementing cost-efficient technologies for the provision of transport infrastructure and services; Strengthening local construction capacity; Establishing a construction equipment hiring pool; Promoting research, development and innovation; Upgrading transport infrastructure around Lakes Kyoga, Albert and Victoria and River Nile to facilitate connections; Construction of one-stop border posts; Developing the Tororo inland port; 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 MoWT, Uganda National Roads Authority (UNRA), URF² and Kampala Capital City Authority (KCCA).

During the semi-annual monitoring, FY 2024/25, focus was on three (3) funded interventions because these had a significant portion of the release by 31st December 2024.

² However, UNRA and URF ceased operations on 31st December 2024 and their mandate was transferred back to MoWT.



Overall Sub-Programme Performance

Performance of the Transport Infrastructure and Services Development sub-programme, implemented by KCCA, MoWT and UNRA, was poor, at 46.5% (Table 3.3). This was due to the fair performance of the interventions to construct and upgrade climate-proof strategic transport infrastructure and strengthen local capacity; and the poor performance of the intervention to implement an integrated multi-modal transportation hub. The performance of the sub-programme was mainly affected by the inadequate releases in the first half of the FY, which led to delays in payments of the service providers and acquisition of the RoW.

Table 3.3: Performance of the Transport Infrastructure and Services Development Sub-programme by 31st December 2024

Intervention	Performance Rating	Remarks
Construct and upgrade climate-proof strategic infrastructure	55.2%	Fair
Implement an integrated multi-modal transportation hub	21.1%	Poor
Strengthen local construction capacity	63.1%	Fair
Overall Performance	46.5%	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 roads from gravel to bituminous standard by the Uganda National Roads Authority;
- ii) Development of the New Bukasa Port;
- iii) Rehabilitation of the Tororo–Gulu MGR;
- iv) Rehabilitation of the Tororo–Namanve railway section; and
- v) Maintenance of Upcountry aerodromes;

The semi-annual monitoring for FY 2024/25 focused on the first four outputs and the findings are presented hereafter.



Overall Performance of the Intervention

The performance of the intervention to construct and upgrade climate-proof strategic transport was fair, at 55.2%. This was on account of the very good performance of the rehabilitation of the Tororo–Namanve railway section; fair performance of the development of the New Bukasa Port; and poor performance of the intervention entailing upgrading of strategic roads from gravel to bituminous standard and the rehabilitation of the Tororo–Gulu MGR line.

The performance of the intervention was affected by delays in the payment of service providers for the upgrading roads projects and in the acquisition of the RoW, especially the Government of Uganda (GoU) component for the development budget.

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

Table 3.4: Performance of the Construction and Upgrading of Climate-Proof Strategic Transport Infrastructure by 31st December 2024

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	46.9	74.2	41.2	Performance was poor. The projects were affected by delayed payments to service providers, especially for the GoU component, and delays in the acquisition of the ROW.
Rehabilitation of Tororo–Gulu railway line	110.304	95.3	99.1	10.2	The half-year performance of the works was poor due to delayed payments that led to the suspension of works. The cumulative progress was at 23.0%, against a planned 86.5%. The financial progress was at 47.1%, inclusive of supply of track materials.
Rehabilitation of Tororo–Namanve railway section	206.343	3.8	100	100.1	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	5.23	33.0	69.1	Performance was fair. The cumulative progress of the project was at 69.1%, against a plan of 100%. Land acquisition is one of the major hindrances.
Average Performance				55.2	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 the strategic national roads to bituminous standard contributes to the NDP III objective to ‘consolidate and increase stock and quality of productive infrastructure’. The UNRA planned to upgrade a total of 188 km of gravel roads to bituminous standard during FY 2024/25.

In the first half of the FY, the UNRA was upgrading 26 road development projects (new construction – upgrading from gravel to paved bituminous standards) with a total distance of 1,383.76 km. These were at various stages of construction (physical progress). A total of 65.91 km equivalent (35.05% of annual target) was added to the national network in the period. The overall performance of the projects at half-year was poor, at 41.2% (Table 3.5). A total of 13 (86.6%) out of 15 monitored projects were behind schedule, with performance constraints primarily due to delayed RoW acquisition, delayed payments to contractors, cost overruns, and adverse weather conditions. Delays in the payment of service providers and land acquisition was due to inadequate disbursement to UNRA. As a result of inadequate disbursements, MoWT inherited arrears arising from delayed payments and interest claims to service providers at the time of handover. Despite the fair performance, the Rukungiri–Kihhi (78.35 km) roads were completed.

Detailed performance of the projects monitored is summarised in Table 3.5.

Table 3.5: Details of the Progress of Projects Monitored by the 31st December 2024

Output	Semi-Annual Target (%)	Achieved Quantity (%)	Score %	Remarks
Atiak–Laropi (66 km)	7.00	6.50	92.86	The project performance was very good in the FY and the cumulative physical progress was at 99.5%, against a planned 100% and time progress of 180%. The project was delayed by the disputes that were for arbitration between the contractor and the contracting authority. The cumulative financial progress was at 96.16%, against a plan of 100%.
Design and Building of Masindi–Biiso, Hohwa–Nyairongo–Kyarusheesha–Butoole, and Kabaale–Kiziranfumbi Roads Upgrading Project (97 km)	1.00	0.99	99.00	The project registered very good performance. 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 (83.3% of land acquired) and delayed payments to the contractor, leading to the suspension of work since June 2024. The cumulative financial progress was at 86.83%, against a plan of 100%.



Output	Semi-Annual Target (%)	Achieved Quantity (%)	Score %	Remarks
Kawuku–Bwerenga Road (6.6 km) and Namugonde–Bugiri (Fuel Tank Reservoir 1.6 km)	34.66	9.87	28.48	The project registered poor performance. The cumulative physical progress was at 39.87%, against the planned 99.32% and the time progress of 96.15%. Therefore, the project was way behind schedule and it was mainly due to delayed land acquisition, with only 35.70% of RoW acquired. The achieved financial progress was at 52.84%, against a planned 98.76%.
Moroto–Lokitanyala Road (42 km)	12.95	6.88	53.13	The performance was fair. The cumulative physical progress was at 87.86%, against a target of 93.93% and time progress of 97.6% of the revised project duration. The delay was attributed to delayed RoW (only 52.1% of the land paid) acquisition, insecurity due to the disarmament exercise in the Karamoja sub-region and delayed payment of the IPCs that led to suspension of works. The cumulative financial progress was at 92.5 %, against a planned 98.15%.
Rukungiri–Kihiki–Ishasha/Kanungu (78.5 km)	1.70	1.70	100.00	The project achieved substantial completion on 8th November 2023 and was handed over to the employer. The Engineer issued a taking-over certificate on 17th November 2023, and the Defects Liability Period ended on 17th November 2024. The Performance Certificate issued on 21st December 2024.
Construction of Access Road to Kabaale International Airport from Kabaale Kiziranfumbi Road (3.2 km)	59.55	9.80	16.46	The performance of the project was poor. The cumulative physical progress was 20.23%, against a planned 100%, and time progress of 125% as of February 2025. The project was, therefore, significantly behind schedule. The performance of the project was affected by: 1. 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. 2. Delayed provision of a continuous section of the RoW to the contractor; 3. Uganda Electricity Distribution Company (UEDCL) delayed the relocation of utilities. The cumulative financial progress was 19.01%.



Output	Semi-Annual Target (%)	Achieved Quantity (%)	Score %	Remarks
Busega–Mpigi Expressway (23.7 km)	17.38	3.41	19.62	The performance of the project was poor. The cumulative physical progress was 45.5%, against a planned 59.5% and time progress of 98.57% 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 RoW to the contractor and payment of IPCs, as the original budget for civil works was exhausted in June 2024. The financial progress of the project was 46.8%, against a plan of 61.6%.
Buhimba–Nalweyo–Bulamagi & Bulamagi–Igayaza–Kakumiro (93 km)–Upgrading of selected town roads	15.10	5.20	34.44	The performance of the town roads was poor. The cumulative physical progress was 90.1%, against a planned 100% and time progress of 100. The project was, therefore, significantly behind schedule, as per the revised work programme. The cumulative financial progress was 90.7%, against a planned progress of 100%.
Luwero–Butalangu Road (29.6 km)	89.24	14.16	15.87	The performance of the project was poor. The cumulative physical progress was 21.4%, against a planned 96.5%, at a time progress of 78.3%. The project was behind schedule. The performance of the project was affected by the delayed provision of a continuous section of the RoW to the contractor and poor contractor mobilisation of material. The financial progress of the project was 33.8%, against a plan of 96.4%.
Muyembe–Nakapiripirit (92 km)	32.46	10.97	33.80	The performance of the project was poor. The cumulative physical progress was 71.7%, against a planned 93.2%, at a time progress of 91.2%. The project was behind schedule. The performance of the project was affected by: 1.) Cash flow challenges of the contractor following the recall of the Advance Payment Guarantee, resulting in poor performance. 2.) Insufficient solid rock as the competent rock at the current quarry in Nasak is very deep from the surface, making productivity low and expensive. 3) Adverse weather, especially heavy rainfall. The financial progress of the project was 81.2%, against a plan of 94.1%.



Output	Semi-Annual Target (%)	Achieved Quantity (%)	Score %	Remarks
Design and Building of the upgrading of Kira-Matugga Road and improvement of 5 No. junctions (21 km)	23.78	3.00	12.62	<p>The performance of the project was poor. The cumulative physical progress was 51.9%, against a planned 72.7%, at a time progress of 67.0% (based on the revised programme ending 11th December 2026). The project was behind schedule.</p> <p>The performance of the project was affected by delays in the acquisition of RoW, payment of the contractor and the consultant, causing cash-flow challenges to both the contractor and the consultant and completion of outstanding designs by the contractor.</p> <p>The financial progress of the project was 63.3%, against a plan of 75.6%.</p>
Design and Building of Upgrading of Najjanakumbi–Busabala Road (11 km), Munyonyo Spur Interchange and Service Roads (17 km).	53.00	3.00	5.66	<p>The project attained poor physical performance. The cumulative physical progress was 50%, against a planned 100%, at a time progress of 72.0 % (based on the revised programme ending 24th March 2024). The project was behind schedule.</p> <p>The performance of the project was affected by the delays in the acquisition of RoW , which also affected the relocation of utilities and payment of the contractor, who had not resumed since suspension on 31st August 2024.</p> <p>The financial progress of the project was 53.0%.</p>
Lot 1: Rwenkunya – Apac (90.9 km)	46.07	2.87	6.23	<p>The project exhibited poor performance. The cumulative physical progress was 56.8%, against a planned 100%, at a time progress of 98.15% (according to the completion date of 28th January 2025). The project was behind schedule due to delays in the acquisition of RoW, closure of Karuma Bridge, which affected transportation of crushed stone across the Nile, cost overruns and heavy rainfall.</p> <p>The financial progress of the project was 57.85%, against a planned 100%.</p>
Lot 2: Apac–Lira–Puranga (100.1 km)	41.29	10.00	24.22	<p>The project's performance was poor. The cumulative physical progress was 68.7%, against a planned 100%, at a time progress of 91.2% (in reference to a completion date of 23rd May 2025). The project was behind schedule due to delays in the acquisition of RoW, closure of Karuma Bridge, which affected transportation of crushed stone across the Nile, cost overruns and heavy rainfall.</p> <p>The financial progress of the project was 57.85%, against a planned 100%.</p>



Output	Semi-Annual Target (%)	Achieved Quantity (%)	Score %	Remarks
Tororo–Busia Road (26 km) and Mayuge and Busia Town Roads (18 km).	11.68	8.84	75.68	The performance of the project was good. The cumulative physical progress was 65.16%, against a plan of 68%, at a time progress of 79.0% based on the revised programme. The performance of the project was affected by the delayed provision of a continuous section of the RoW to the contractor, relocation of utilities, and payment of IPCs. The financial progress of the project was 46.8%, against a plan of 79.0%.
Performance Rating			41.20	Poor Performance

Source: UNRA Q2 Performance Report FY 2024/25, Field Findings

Challenges

1. Delayed RoW acquisition, which impacted ten major road infrastructure projects (67% of the monitored projects). The delay in RoW acquisition often stems from prolonged land compensation processes, disputes over property ownership, and bureaucratic inefficiencies. These delays have led to interruptions in construction schedules, underutilisation of contractor resources, utility relocation and, in most cases, increased project costs due to idle machinery and labour.
2. Delayed and inadequate disbursement of funds led to delayed payments of interim payment certificates (IPCs). This mostly affected progress on projects such as Moroto–Lokitanyala, Busega–Mpigi, Najjanakumbi–Busabala, Muyembe–Nakapiripirit, and Kira–Matugga. These delays disrupted cash flow for contractors, leading to reduced pace of work, suspension of site activities, and strained relations between contractors and Government agencies. In severe cases, delayed payments resulted in breach of contractual obligations, associated delay penalties, and abandonment of work sites.
3. Adverse weather conditions in the form of excessive rainfall, flooding, and difficult terrain hindered the pace of construction, especially in remote and mountainous regions. These conditions led to impassable work zones, soil instability, and erosion, causing damage to partially completed works. Three projects, such as Muyembe–Nakapiripirit, Apac–Lira–Puranga, and Moroto–Lokitanyala, faced implementation delays due to adverse weather conditions.
4. Design review and variation delays affected projects such as the Kira–Matugga and Najjanakumbi–Busabala road projects. The delays arose from protracted reviews of design documents, frequent design changes, and late approval of variations. These affected the timely commencement or continuation of works and significantly led to high project costs.

Recommendations

1. The Ministry of Lands, Housing and Urban Development (MLHUD), in partnership with the MoWT, should urgently establish a legally binding pre-contract RoW acquisition framework aligned with national land laws. This framework should mandate securing at least 80% of RoW

six months before contract signing. Decentralising and digitising the land acquisition process with real-time tracking of compensation, disputes, and clearances will enhance transparency and minimise delays during ground mobilisation.

2. The Ministry of Finance (MoFPED), in coordination with MoWT, should operationalise a ring-fenced payment mechanism for road project IPCs, integrated within the IFMIS system. A performance-based payment model should be adopted to reward timely physical progress while penalising unjustified payment delays by either party. Performance audits and dispute resolution mechanisms must also be institutionalised to foster trust and accountability.
3. MoWT should establish a National Utility Relocation Coordination Taskforce, bringing together Uganda Electricity Distribution Company Ltd (UEDCL), National Water and Sewerage Corporation (NWSC), National Information Technology Authority – Uganda (NITA-U), telecom companies, and Local Governments. This taskforce should develop a unified framework for planning and executing utility relocation, with clear roles, timelines, and funding responsibilities outlined in binding MoUs. Utility relocation costs should be fully integrated into road project budgets and scheduled concurrently with construction timelines.



Kabaale International Airport Access Road (3.4 km): Left - Constructed Road Base Layer; Right - Electricity poles in the RoW pending relocation



Tororo-Busia Road (26 km): Left – Completed River Malaba bridge with pedestrain walkways and guard rails at km 14+320; Right – Road bed prepatation works towards Busia Town



Rukungiri–Kihiki–Ishasha/Kanungu Road: Left – A completed road section at km 39+000; Right – A completed town section in Kanungu

Development of the New Bukasa Port

The GoU is constructing a port at Bukasa near Kampala to address the future traffic demand across Lake Victoria. The planned infrastructure developments involve the construction of the port and associated marine transport services, as well as the development of rail and road links to the Bukasa Port. The port will form part of the Central Corridor Route 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 will also provide a connection to the Kenyan port of Kisumu on Lake Victoria and hence to the Indian Ocean port of Mombasa. The New Kampala Port will be developed according to the demand and increment of cargo capacity in three (3) phases.

Phase I comprises the preparation of a master plan, preliminary design and preparatory works and services for the construction of the port. Phase II will comprise the completion of the port for a capacity of 2.3 million metric tons. Phase III will comprise the future extension of the port with further 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 of the implementation of the three (3) phases is EUR 350 million (equivalent to US\$ 1,400 billion).

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

The Phase I works were financed with 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 December 2024, overall, the cumulative progress of the project was 69.1%, against a planned 100% and time progress of 97%. Swamp dredging/removal works were ongoing and estimated at a cumulative physical progress of 75%, and reclamation was at 12%.

Compensation of the PAPs was ongoing, although its completion was delayed. The process of land acquisition was affected by delays in the implementation of H.E. the President's promise of additional compensation, which required MLHUD to procure land for the PAPs. The procurement process for land for the additional compensation may delay and, thus, further impact the project completion timelines.

The project was, therefore, behind schedule; and at risk of not being completed by the loan end date of 31st May 2025. Therefore, the GoU is at risk of loss of project funds. The delay in finalising Phase 1 works risks the commencement of Phases 2 and 3.

In order to enhance the performance of the project, the following are recommended:

- i) MoFPED and MoWT should negotiate for an additional loan duration extension by one year.
- ii) If the additional loan duration is not granted, MoWT should compensate the contractor for the works carried out and the remaining works rolled to Phase II.
- iii) MoWT should commit to paying PAPs within the project site as the process for additional compensation as promised by H.E. the President, is concluded.



Ongoing swamp filling at Bukasa Port site



A house for a PAP in the middle of the reclamation site for Bukasa Port

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 Cooperation (URC), with support from the GoU and the European Union (EU), commenced the project in September 2019 for a period of 36 months, which was later revised to 48 months (first contract). The original contract price was EUR 39,337,756 and was provisionally revised to EUR 52,056,242.93 to cater for the additional scope of works.

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

A second construction contract was awarded and the works commenced on 20th July 2023 with a completion date of 20th July 2025 (24 months contract period) and 12 months DLP at a cost of US\$ 199,997,631,624. The physical progress was 23.02%, against a planned 86.53% and a time progress of 73.73% by the end of December 2024. The works were behind schedule by 63.48%, mainly due to delayed payment of the contractor's IPCs, which affected the cash flows. This led to a suspension of works for about 3.5 months from 1st July 2024 to 14th October 2024. The contractor had submitted eight (8) IPCs totalling US\$ 77,442,715,277. The cumulative financial progress was 47.16%, including the supply of rail track materials. In FY 2024/25, the project had attained a progress of 1.97% by half-year, against an annual targeted progress of 30%. Thus, the project's performance was poor (10%).

The project has a supervision contract which commenced on 10th January 2024 for a period of 36 months (Phase I – 24 months for construction supervision; and Phase II – 12 months for the Defects Liability Period) and at a cost of US\$ 4,877,525,870. The supervising consultant had also suffered delayed payment as, out of the total of 11 fee notes (US\$ 1,424,296,341), four had not been paid, and these totalled US\$ 390,718,650 (27% of submitted fee notes).



Newly imported rails at Soroti Railway Station



Newly imported metallic sleepers at Kumi Railway Station



Ongoing rehabilitation work on a steel bridge in Awoja Swamp in Ngara District



A completed section of the line and a newly constructed turnout at Kumi Station



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

The URC implemented the refurbishment of the Kampala–Mukono railway sections as part of the initiatives to revamp the Malaba–Kampala railway line. The scope of works involved the manufacture of 47,180 monoblock concrete sleepers; track refurbishment (length 26.8 km) – the Kampala–Mukono section, which is comprised of the Kampala–Namanve railway section of length 12.4 km (including station line at Namanve); the Namanve – Mukono railway section of length 12.9 km (until the first turnout of the station); and doubling of loop lines, each 600 metres (1.2 km), at Namanve Station, and a 300-metre loop line at the halt between Kampala and Namanve.

Other scoped activities included: the refurbishment of 8 No. level crossings, including appropriate road diversions (6 No. Kampala–Namanve section and 2 No. Namanve–Mukono) to concrete standard; 6 No. turnouts with self-normalising switches (supply and installation); 5 No. turnouts with non-self-normalising switches (supply and installation); refurbishment of 5 No. drainage culverts; 8 km of lined stone aggregate gully track stabilisation; and 18 No. transition rails (supply and installation) aimed at improving safety, optimising operational efficiency and reducing maintenance cost. The transition rail was 6 m and gradually changed from the BS80R rail section to the UIC-54 rail section.

The project was funded by a Spanish commercial loan. The contract for the implementation of this project was awarded to M/S Imathia Construction SL at a sum of EUR 19,840,000 for a period of 25 months commencing 15th May 2022 and with an original end date of 23rd March 2024 that was revised to 29th July 2024. The supervision was done by the URC engineers.

A change order/variation was issued on 19th July 2024 for additional works involving the construction of five (5) extra level crossings at Njerere -1315+040, Kyungu - 1312+380, Hilton High School - 1309+620, Mukono Railway Station Access Road - 1308+900, and new access to the Industrial Area (New UIA) - 1317+000), for an additional contract price of EUR 151,470 and additional time of one month, which extended the contract end date to 29th August 2024. This component was entirely funded by the URC.

The physical progress of original project works, including the five additional level crossings variation works, were completed to 100% by 29th August 2024, and the contractor was issued with a completion certificate. The project was, thus, in the DLP. The railway section between Kampala and Mukono was open to railway operations, with the passenger services resumed. Thus, the project's performance was very good (100%).

The total amount paid to the contractor was EUR 16,851,240.21, resulting in a cumulative actual financial progress of 85% against a planned 100%. The contractor had also received EUR 151,470 for the five extra level crossings variation (fully funded by URC).

It was, however, observed that human activities (such as walking and vending) continued on and along the track. These were causing ballast contamination and dispersal from the line, which cause unsafe train operations. URC needs to do more sensitisation of the public to avoid walking on and along the line and provide safe crossing points for passengers.



Walking on and along the railway line at Kinawakata



The level crossing at the new access to the Industrial Area (New UIA) - 1317+000



The level crossing at Kyungu - 1312+380



The level crossing at Mukono Railway Station Access Road – 1308+900

3.3.3 Implement an integrated multi-modal 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 both UNRA and MoWT (inclusive of the Uganda Civil Aviation Authority [UCAA] and URC). The planned outputs monitored were: Improvement of ferry services; undertaking feasibility studies and generating detailed designs for the national road network; and upgrading the road network for connectivity in the Greater Kampala Metropolitan Area (GKMA).

The overall performance of the intervention was poor, at 23.2%, and this was on account of the poor performance of the improvement of ferry services and construction of landing sites/jetties output. The performance of the monitored outputs under the intervention is summarised in Table 3.5.

Table 3.5: Performance of Implementing an Integrated Multi-modal Transportation Hub by 31st December 2024

Output	Financial Performance			Physical Performance (%)	Remark
	Annual Budget (USh, Bn)	% of Budget Released	% of Release Spent		
Improvement of ferry services and construction of landing sites/jetties	6.700	26.5	46.3	21.10	Poor performance. Project performance affected by delayed payment of the contractors.
Average Performance				21.10	Poor

Source: Author's Compilation and Field Findings



Improvement of ferry services and construction of landing sites/jetties

The improvement of ferry services output is aimed at providing safe connectivity across the water bodies in the country for passengers and their goods.

During FY 2024/25, UNRA planned the addition of ferries with completion of the Buyende–Kagwara–Kaberamaido (BKK) and Lake Buyonyi; and the construction/rehabilitation of landing sites or jetties at the Wanseko, Lake Bunyonyi and Amuru Rhino Camp ferries for ferry availability (crossing and equipment availability); while MoWT planned to achieve 100% progress on the Gerenge landing site for Phase 2.

The performance of the improvement of ferry services was poor, at 22.57% (Table 3.7), mainly due to the suspension of works over delayed payments, or termination of contracts, and rising water tables. However, UNRA still operated a total fleet of 14 ferries along the national road network this FY.

Table 3.7: Performance of Improvement of Ferry Services by 31st December 2024

Ferry Name	Description	Annual Target (%)	Achieved Progress (%)	Score %	Remarks
Buyende–Kagwara–Kaberamaido (BKK) Project: The project has two key components: two ferries, provision of one (01) piece of dredging equipment and landing sites.	Ferry works	17.0	9.0	52.94	The performance was fair. The cumulative progress attained was 92%, against 100%. The two ferries were launched into the lake and were undergoing sea trials.
	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%. However, civil works for the landing site had started at alternative sites and were at 36% after the contractor terminated works at the first site.
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 through River Nile.	Ferry works	15.0	0.0	0.00	No progress had been registered this FY. The cumulative physical progress was stagnated at 85.0% since end of June 2023, against a target of 100%.
	Civil works	28.0	0.0	0.00	No progress had been registered this FY due to budget cuts. The cumulative physical progress was stagnated at 72.0% since end of June 2023, against a target of 100%.



Ferry Name	Description	Annual Target (%)	Achieved Progress (%)	Score %	Remarks
Design and Building 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	0.0	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.
Lake Bunyonyi Ferries: Two vessels to be constructed with funds from African Development Bank (AfDB).	Ferry works	85.0	62.0	73.00	The performance was good. The cumulative physical progress was at 62%, against a plan of 85%. The fabrication of the ferries was at 55% completion. Delivery of the cesspool emptying truck, two ferry maintenance mobile trucks, two passenger boats, two 2.7L pick-ups, and three 2.3L pick-ups was complete. The project was mainly impacted by adverse weather conditions, particularly persistent rainfall and heavy mist in the project area
	Permanent Ferry Landing sites and their access roads constructed	50.0	30.0	0.00	No works were executed as the consultant was still preparing the designs.
Ship Designs: The consultancy contract for the design and production drawings commenced on 14th August 2023.	Designs	35.0	15.0	42.86	The performance was poor. The consultant was preparing the draft detailed design. However, outstanding payment for the ferry concept design milestone affected the progress.



Ferry Name	Description	Annual Target (%)	Achieved Progress (%)	Score %	Remarks
Gerenge Landing Site – Phase 2	100% Cumulative construction of disability and pedestrian-friendly works for access facilities for Gerenge landing site	100	0.00	0.00	Phase 1 of the ferry was completed, and the site was handed over to Katabi Town Council, while the Phase 2 design of access facilities for the Gerenge landing site had commenced. The progress was affected by high water levels that delayed completion of Phase 1 and commencement of civil works for Phase 2 – Access facilities.
Performance Rating				21.10	Poor Performance

Source: MoWT, UNRA and Field Findings

Details of the ferry projects are presented below:

Design and Build Contract for Development of Lake Bunyonyi Ferries: The project's primary objective is to design and construct two fully functional passenger ferries to enhance connectivity, boost tourism, and stimulate socio-economic development in the southwestern region of Uganda, particularly on Lake Bunyonyi. The contract was awarded to African Marine & General Engineering Company Limited, with a project implementation period from 16th October 2023 to 8th August 2025. UNRA oversees the project implementation, with technical supervision support from the International Register of Shipping.

The project scope extends beyond the two ferries and includes the supply of two passenger boats, one ferry service operations boat, two ferry maintenance mobile trucks, one cesspool emptying truck, two 2.7L pick-ups, and three 2.3L pick-ups. This is aimed at ensuring not only passenger transport but also sustainable operations and maintenance capacity.

By the end of December 2024, the cumulative physical progress of the project was at 62%, against the planned progress of 85%. Several deliverables were successfully delivered, including the cesspool emptying truck, ferry maintenance mobile trucks, passenger boats, and all specified pick-ups. The fabrication of the ferries was at 55% completion. Specifically, the hull panels had been completed in Mombasa and were in transit to Lake Bunyonyi, while fabrication of the ferry superstructure panels was ongoing in Rubanda. The primary constraint affecting fabrication progress was the persistent heavy rainfall in the region, which has caused delays in on-site assembly and related construction activities.

Amuru Rhino Camp Landing Sites and Facilities: This is a force account project that involved civil works (fencing, construction of landing sites and facilities) and a ferry component (repair of an aged ferry to provide a shorter link between Amuru and Arua Districts across River Nile). The overall cumulative physical progress of the project was stagnated at an estimated 79% since the

end of June 2023, against a targeted of 100%. The was attributed to budget cuts which led to the halting of works.

The progress on the ferry component had stagnated at 85.0%. Phase 1 of the vessel assembly was completed, pending the installation of the third engine and other related works of the refurbishment of two (2) ferry propulsion units for reliability. The civil works component involved the construction of ferry landing sites at Rhino Camp in Madi-Okollo and Amoor in Amuru District, where the crossing points were identified as Yikuriku and Aboor, respectively. The progress had stagnated at 72% since September 2022. Works (landing site, accommodation and operational facilities) at Rhino Camp had attained a progress of 90%, while at Aboor (landing site only), the access road had been cleared and dumping of gravel had commenced.

Buyende–Kagwara–Kaberamaido (BKK) Project: This is a design and build contract for the development of three (3) ferry landing sites for the BKK ferry on Lake Kyoga. The project has two key components: two (2) ferries and the provision of one (1) piece of dredging equipment; and three (3) landing sites at Bukungu in Buyende, Kagwara in Serere and Akampala in Kaberamaido. The project intends to connect the Teso and Busoga areas across Lake Kyoga. This will be the second ferry crossing on Lake Kyoga. The overall cumulative physical progress achieved by the end of December 2024 was 83%, against 100%.

Songoro Marine Transport Ltd was contracted to at US\$ 41.974 billion for the construction of the two ferries and dredging equipment at a sum of US\$ 41.974 billion between June 2020 and November 2024. The International Register of Shipping was appointed to review the designs and supervise the construction of the ferries and dredging equipment on behalf of MoWT. By the end of December 2024, the ferry component had achieved a progress of 92%, against 100%. The two ferries (BKK1 and 2) were launched into the lake at Bukungu in Buyende District and sea trials were ongoing.



Ongoing fabrication of hull superstructure panels for Lake Bunyonyi ferries in Rubanda District



Part of the ferry machinery that was delivered to the fabrication yard in Rubanda District



Amuru–Rhino Camp Ferry Project: Left-Right: The ferry and jetty at Amuru landing site; An incomplete staff housing block and the access road to the jetty at Amuru



Buyende–Kagwara–Kaberamaido (BKK) Project: Left-Right : The two ferries (BKK ferry 1 & 2) at Bukungu landing site; The completed passenger waiting shed and toilet block at Bukungu landing site, Buyende District

Terrain Services Ltd was contracted in March 2019 to construct the three (3) ferry landing sites and facilities at a sum of US\$ 1.931 billion. The contract involved the design review and construction of a slipway at Namasale, as well as the design and construction of landing sites and facilities at the BKK sites. There has been no work on the sites since 17th December 2023, when a physical progress of 74% had been attained as the contract was formally terminated by the contractor due to delayed payments of IPCs. In FY 2024/25, UNRA decided to complete the remaining 36% of the works using force account. However, the progress was disrupted by the rationalisation of the agency.

3.3.4 Strengthen Local Construction Capacity

To strengthen the local construction capacity, UNRA and MoWT planned to undertake several key outputs, and the performance is summarised in Table 3.11. These contributed to the fair performance (63.1%) of the strengthening local construction capacity intervention in the FY. This was largely brought about by the poor performance of number of local contractors classified. The performance of the other outputs was very good.



Table 3.11: Performance of the Strengthening Local Construction Capacity Key Outputs by the End of December 2024

Output	Annual Target	Achieved	% physical Score	Remarks
Number of regional laboratories constructed and upgraded	3.0	3.0	100	Very good performance
Number of local contractors classified	100	0.0	0	Poor Performance
Value of construction works carried out by local contractors (% of roadworks)	40%	35.7%	89.2	Very good performance
Overall Physical Performance			63.1	Fair Performance

Source: UNRA and MoWT Annual Performance Reports – FY 2022/23

Despite the good performance of the value of construction works carried out by the local contractors, they executed preliminary works that attract low returns because of their low financial and technical capacity. This was worsened by the delayed payment of valued works. Furthermore, their productivity was, in most cases, untimely and unsatisfactory.

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

In spite of the efforts to make works available to the local contractors, the burden of access to credit from the financial institutions is big, with most of the local companies not qualifying for both short- and long-term credit. Additionally, the companies do not have the capacity to attract and sustain the requisite human resource to execute the works.

3.3.5 Sub-programme challenges

1. Delays in honouring IPCs and invoices for service providers, which attracted a huge amount of interest on delayed payment payable by the GoU and leading to suspension of works.
2. Delayed acquisition of RoW, denying the contractors full access to sites on upgrading projects on the national road network. This was mainly due to the exhaustion of the compensation release and grievances from the PAPs.
3. Inadequate access to credit from financial institutions by the local contractors, which has negatively impacted their ability to undertake works and compete for high-value works.
4. Inadequate investment in water and railway transport (21.3% share of the overall ITIS budget) limits the actualisation of the integrated multi-modal transport system.

3.3.6 Conclusion

Performance of the Transport Infrastructure and Services Development sub-programme was poor, at 46.5%. This was due to the fair performance of the construction and upgrade of climate-proof strategic transport infrastructure and the strengthening local capacity interventions, as well as the

poor performance of the implementation of an integrated multi-modal transportation hub intervention.

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

The poor performance of the implementation of an integrated multi-modal transportation hub intervention was on account of poor performance in the improvement of ferry services and construction of landing sites/jetties. The performance of the intervention was affected by the suspension or termination of works and rising water tables.

The intervention entailing strengthening local construction capacity registered fair performance due to good performance of the value of construction works carried out by local contractors on roadworks and 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.
2. MoWT should fast-track land acquisition processes 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. MoFPED/MoWT should urgently address all outstanding payments to contractors and service providers to mitigate the accumulation of interest penalties resulting from the delayed payment of IPCs and invoices. A structured disbursement plan linked to project milestones can help ensure financial discipline and prevent suspension of works due to cash flow constraints.
4. 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 multi-modal 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: rehabilitation and maintenance of transport infrastructure; adoption of cost-efficient technologies to reduce the maintenance backlog; scaling up transport infrastructure and service information management systems; and enforcing 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.

This sub-programme is implemented by MoWT, LGs, and 23 UNRA stations across different regions of the country. It encompasses all interventions under the national and district roads maintenance of the URF, the rehabilitation of national roads projects under UNRA, and the District, Urban and Community Access Roads (DUCAR) component under MoWT.

In FY 2024/25, this sub-programme was allocated a budget of US\$ 760.77 billion, reflecting a 23.6% reduction from the FY 2022/24 budget of US\$ 995.32 billion. By the end of December 2024, US\$ 421.29 billion (55.4% of the budget) had been released, and US\$ 367.18 billion (87.2% of the released amount) had been expended.

Out of the four interventions funded in FY 2024/25, three 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 62.0%. This was on account of the good and fair performance of the enforcing loading limits and rehabilitation and maintenance of transport infrastructure interventions, 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 (52.9%) and this was majorly due to insufficient releases to the implementing agencies. Overall, the financial allocations and releases for the outputs under this intervention were below both the projections and needs. For example, the maintenance budget of the URF was US\$ 403.255 billion in 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.

Additionally, the cumulative releases to the Rural Bridges Infrastructure Development Project and Community Roads Improvement Project under MoWT were low, at 26.1% and 26.4% of the annual budgets, respectively. This inadequate release affected the signing of the planned contracts and, ultimately, the implementation of outputs.

³ National Integrated Transport Master Plan 2021 – 2040.



Table 3.9 summarises the performance of the Transport Asset Management sub-programme for each intervention.

Table 3.9: Physical Performance of the Transport Asset Management Sub-Programme by 31st December 2024

Intervention	Performance
Rehabilitate and maintain transport infrastructure	Fair (52.9%)
Adopt cost-efficient technologies to reduce maintenance backlog	Poor (33.1%)
Enforce loading limits	Very Good (100%)
Overall Performance	Fair (62.0%)

Source: Author's Compilation

Details of the performance are presented hereafter:

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 paved and unpaved national roads network;
- iv) Maintenance of the District and Community Access Roads (DUCAR) network;
- v) Kampala Capital City Authority (KCCA) Urban Road Network Development;
- vi) Rehabilitation of community access roads; and
- vii) Construction of bridges on the DUCAR network.

Six out of seven outputs were monitored. The overall performance of the intervention was fair, at 52.9%. 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 3.10. Detailed performance of each output under the intervention outputs per agency or project monitored are set out in **Annex B – E**.



Table 3.10: Performance of the Rehabilitate and Maintain Transport Infrastructure Intervention by 31st December 2024

Output	% Budget Released	% Release of Spent	Physical Performance	Remark
National roads rehabilitation of the paved network	52.8	99.6	28.1	Poor performance.
Construction of bridges on the national road network	97.3	99.6	60.3	Fair performance.
Maintenance of paved and unpaved national roads network (periodic, routine and manual)	42.7	100.0	76.8	Good performance. Performance affected by delayed disbursement of funds and heavy rains.
Maintenance of the DUCAR network (periodic, routine and manual)	46.7	99.9	41.8	Poor performance. Performance was affected by heavy rains in Q1 and Q2.
Rehabilitation of community access roads	26.4	73.9	60.5	Fair performance. Performance was affected by insufficient release of funds.
Construction of bridges on the DUCAR network	26.1	69.9	50.0	Fair performance. Performance was greatly affected by funding shortfalls.
Average Performance	48.7	90.5	52.9	Fair Performance

Source: Author's Compilation and Field Findings

Findings of the outputs monitored are presented hereafter:

National roads rehabilitation of the paved network

The national roads rehabilitation of the paved network is implemented by UNRA. This involves 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 seven 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; Mityana–Mubende Road (86 km) and Mityana Town Roads (14 km); Alwii–Nebbi (33 km); Kampala–Jinja Road (77 km); Olwiyo–Pakwach Road; 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 28.1%. A total of 84 km equivalent of roads were rehabilitated. The major challenge affecting the rehabilitation of the paved national road network was the delay in the payment of contractors' IPCs, which led to a scaling down or suspension of works by the contractors. 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.

Details of the performance of the national roads rehabilitation on the paved network are presented in **Annex B1**.



Alwii-Nebbi Road: A completed section at km 0+798



Alwii-Nebbi Road: A dusty road section in Nebbi Town due to the suspension of works



Karuma-Olwiyo Road: A deteriorated section at km 4+900 that had been worked on



Karuma-Olwiyo Road: A completed section with a stone-pitched side drain at km 42+000



Olwiyo-Pakwach Road: An urban road section at km 44+158 in Agong TC



Olwiyo-Pakwach Road: A dusty section on the road where works had stagnated at km 63+478



Busunju–Kiboga–Hoima Road: Completed single-cell box culvert



Busunju–Kiboga–Hoima Road: Priming of the base layer in preparation for the asphalt layer

Construction of bridges on the national road network

UNRA implements the construction of bridges on the national road network. During FY 2024/25, the Uganda Revenue Authority (URA) planned to implement works on 12 strategic bridges across the national road network.

The overall performance of the construction of bridges on the national road network was poor, at 49.5%. Two bridges (Aji and Ora) were substantially completed. Other bridge projects executed in the FY were at different levels of progress as follows:

Construction of bridges on the National Road Network: Lot 2: Nabukhaya, Nambola, Nametsimeri, Sahana and Khamitsaru Bridges on Kufu–Lwakhaka Road and Rubongi Bridge Tororo–Nagongera Road was at 65.4%; Lot 3: Apaa Bridge on Amuru–Omee–Rhino Camp Road was at 93.7%; Lot 2: Kyanya Bridge on Mobuku–Maliba–Kyanya–Ibanda Road and Isango Bridge on the Bwera–Kithoma–Kiraro Road was at 58.7%. Lot 1: Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa Bridges along Bukuku–Rubona Road was at 26.8%

Additionally, Lot 4: Maziba on the Kigata–Kabunyonyi–Nyakigugwe Road; Kiruruma on the Katojo–Kihhi Road; Rwembyo and Kajwenge Bridges on Kinyamaseke–Kasinga–Kyarumba–Kibirizi Road; and Kamirwa, Nyakambu on the Kabwohe–Bwizibwera Road was at 36.2%; and Lot 6: Kochi on the Keri–Midigo–Kerwa Road; Osu on the Arua–Biliafe–Otrevu Road and Odrua on the Arua–Vurra–Custom–Paidha Goli Road was at 78.1%; Lot 3: Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp) was at 79.0%; Lot 2: Kyanya Bridge on Mobuku–Maliba–Kyanya–Ibanda Road was at 87.8%.

All monitored bridge construction projects were behind schedule, and some construction sites were suspended. This was mainly attributed to delayed payment of contractors' IPCs. Details of the performance of the bridges are presented in **Annex B2**.



Apaa Bridge on the Amuru–Omee–Rhina Camp Road in Amuru District: *Left* – Bridge Structure; *Right* - Top of the bridge deck with pedestrian walkways and railings on both sides



Karuma Bridge along the Gulu–Kampala Road–Olwiyo Road: *Left* – Newly constructed approach road work to the bridge from Kampala; *Right* – The newly rehabilitated Karuma Bridge deck with installed guard rails and concrete protection barriers



Completed piers and abutments of Kyanya Bridge in Kasese District



Completed deck of Isango Bridge in Kasese District



Completed structure of Rwembyo Bridge along Kinyamaseke-Kisinga-Kyarumba-Kibirizi Road



Completed Kanyampara Bridge, with guardrails and pedestrian walkways

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

The national roads maintenance (NRM) of the unpaved network is funded by URF and implemented by UNRA through a total of 23 stations 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 UNRA 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 FY 2024/25, the planned outputs⁴ 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; and
- iv) Framework contracts instituted on 506 km of paved and 2,562.1 km of unpaved roads.

For the semi-annual monitoring of FY 2024/25, the NRM was monitored at six (6) UNRA stations: Arua, Gulu, Masaka, Mbarara, Mubende, and Soroti, which had a combined road network of 5,683 km (27% of the national road network). Details of the planned outputs at each station are summarised in **Annex C1–C12**.

The overall performance of the NRM for both the force account and contracts components at the six UNRA stations was good, at 76.0%. This was a slight performance improvement compared to

⁴ URF Quarter Two Vote Performance Report FY 2024/25

that of the previous FY (74.7%). This performance improvement implies sustained interconnectivity on the national road network since the rate of road deterioration is reduced. The performance of the monitored UNRA stations is shown in Table 3.11.

Force account: The physical performance of the force account component of the NRM during the first half of the financial year was good, at 78.3%. The UNRA station mainly focused on addressing emergencies caused by the heavy rains that severely impacted the unpaved national road network in Q1 and Q2. The performance of the force account component of the NRM was affected by delayed release of funds, inadequate equipment, and torrential rains.

Contracts: The overall performance of the periodic and framework contracts for the six UNRA stations monitored was good at 73.7%. This good performance alleviated the UNRA stations' maintenance workload, representing a positive stride towards reducing the maintenance backlog. The performance of contracts was 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 **Annex C1 – C12**.

Table 3.11: Performance of the National Roads Maintenance per UNRA Station as of 31st December 2024

UNRA Station	Financial Performance		% Physical Performance		Remark
	% Budget Released	% Release Spent	Force Account	Contracts	
Arua	44.6	95.9	65.9	40.8	Overall, physical performance was fair, at 53.4%. The station faced challenges of delayed receipt of funds and shortfalls in releases.
Gulu	37.7	83.9	82.3	52.7	Overall physical performance was fair, at 67.5%. Performance was mainly affected by release shortfalls and heavy rains.
Masaka	38.0	93.0	92.5	99.0	Overall physical performance was good, at 95.8%. However, performance was affected by inadequate funding, which forced the station to scale back maintenance activities.
Mbarara	39.3	95.2	64.7	97.6	Overall, physical performance was good, at 81.2%. The performance of the force account was impacted by insufficient funding and heavy rains.
Mubende	43.8	87.	93.8	83.4	Overall physical performance was good, at 88.6%. Performance was impacted by the delayed release of funds, shortfalls in releases, and equipment breakdowns.

UNRA Station	Financial Performance		% Physical Performance		Remark
Soroti	34.6	95.8	70.8	68.8	Overall physical performance was good, at 69.8%. The performance was affected by the delayed release of funds.
Average Performance	39.6	91.8	78.3	73.7	The performance of both force account and contracts was good
Overall Average Physical Performance				76.0	Good Performance

Source: Authors' Compilation and Field Findings



Mubende UNRA station: A section of Nkondo–Malweyo Road (30.1 km) that was gravelled under the framework contract



Mubende UNRA station: A 900 mm diameter concrete culvert installed along Nkondo–Malweyo Road



Gulu UNRA station: A well graded and shaped section of Amuru–Omee–Rhino Camp (53 km) Road) at km 0+000



Gulu UNRA station: A graded and shaped section of Amuru–Omee–Rhino Camp (53 km) Road) at km 23+700



Soroti UNRA station: A well graded, shaped and gravelled section of Soroti–Serere at the start km 16+400



Soroti UNRA station: A double culvert crossing of 900 mm diameter complete with headwalls installed along Soroti-Serere at km 17+400



Mbarara UNRA station: A section of Nyakiragujū–Bugamba–Kitwe Road (53 km) that was gravelled under the framework contract



Mbarara UNRA station: Rwoho Swamp was raised as part of the maintenance works under the framework contract



Masaka UNRA station: Left–Right: Graded section of Lumbugu–Lyantonde Road (50 km), 900 mm concrete culvert installed on the road





Arua UNRA station: A well-graded and shaped section of Arua-Lia Road at km 6+200



Arua UNRA station: A bridge along the Arua-Muni PTC Road where gabion protection works were done

Key Issues

- i) Obsolete equipment associated with frequent breakdowns and yet inadequate for the road network affected force account implementation. The UNRA stations do not have excavators for excavating and loading gravel as well as low beds to facilitate the mobilisation of the equipment such as rollers to the required destinations. *The risk involves delays in the implementation of works as stations have to share some of this specialised equipment.*
- ii) 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.*
- 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 of maintenance backlog.*
- iv) Late downstream disbursement of funds, leading to delays in the implementation of works. Most monitored stations received quarterly disbursements more than 30 calendar days from the start of each quarter. *There is a risk of delayed implementation of planned works.*

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

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

In FY 2024/25, Parliament appropriated the Works and Transport Rehabilitation Development Grant (Renamed Road Maintenance Grant); this was additional funding of US\$ 1.0 billion to each of the LGs to supplement the URF funding towards the maintenance of the DUCAR



network. Local Governments used the URF road maintenance guidelines to utilise the 1 billion grants for maintenance.

For FY 2024/25, the planned outputs⁵ 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; and
- iii) Periodic maintenance: 13.5 km of paved and 890.2 km of unpaved roads.

The semi-annual monitoring of the DUCAR in FY 2024/25 covered five districts – Buyende, Mubende, Terego, Wakiso, and Ngora – as well as Hoima City and Mukono Municipal Council.

The overall physical performance of the DUCAR maintenance within the funds received was poor, at 41.8%. 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 and torrential rains experienced in the first half of the FY that disrupted mechanised maintenance. The performance of the maintenance of the DUCAR under the URF funding and the Road Maintenance Grant is summarised in Table 3.13. Details of performance per DUCAR agency monitored are provided in **Annexes D1–D14**.

Table 3.13: Summary Performance of the DUCAR Maintenance by 31st December 2024

DUCAR Agency	URF Funding		Road Maintenance Grant (MoWT)		% Physical Performance		Remarks
	% of Budget Released (Q1–Q2)	% of Release Spent (Q1–Q2)	% of Budget Released (Q1–Q2)	% of Release Spent (Q1–Q2)	URF Funding (Q1–Q2)	Road Maintenance Grant (Q1–Q2)	
District Local Governments Road Maintenance							
Buyende	34.2	100.0	50.0	23.3	0.0	0.0	Poor Performance
Mubende	25.5	20.0	50.0	48.9	48.2	60.6	Fair Performance
Terego	30.6	53.1	50.0	38.7	87.5	53.9	Good Performance
Wakiso	13.8	68.2	50.0	1.9	0.0	0.0	Poor Performance
Ngora	51.5	0.4	50.0	34.8	2.7	33.3	Poor Performance
City Road Maintenance							
Hoima	30.6	40.4	50.0	80.9	78.8	100.0	Good Performance

⁵ URF Quarter Two report FY 2024/25



DUCAR Agency	URF Funding		Road Maintenance Grant (MoWT)		% Physical Performance		Remarks
	% of Budget Released (Q1–Q2)	% of Release Spent (Q1–Q2)	% of Budget Released (Q1–Q2)	% of Release Spent (Q1–Q2)	URF Funding (Q1–Q2)	Road Maintenance Grant (Q1–Q2)	
City							
Municipal Council (MC) Road Maintenance							
Mukono MC	24.4	93.0	50.0	90.5	75.0	45.2	Fair Performance
Average Performance	30.1	53.6	50.0	45.6	41.7	41.9	Poor Performance
Overall performance						41.8	Poor Performance

Source: Field Findings and Author's Compilation



Mubende District: Kamusenene–Nakasanga–Dyangoma Road after routine mechanised maintenance in Q1 under URF funding



Mubende District: Left-Right: A 600 mm diameter concrete culvert installed on Dyangoma–Bubanda Road as part of the maintenance works in Q2; gravelled section of Dyangoma–Bubanda Road



Hoima City: Left–Right: A 900mm diameter concrete culvert installed on Kyentale–Kikwatamigo Road (10.1 km), gravel dumped along the Buswekera–Kaitira–Kihukya–Nyarugabu Road (10.1 km), awaiting spreading and compaction



Mukono MC: Road gang undertaking routine manual maintenance with no personal protective equipment (PPE)



Buyende District: A section of Iraapa–Gwase Road at km 6+000



Terego District: Ongoing culvert installation at km 1+200 along Owaffa–Ejome Road



Terego District: A bridge of 1.5 m diameter Twin Armco pipe culverts installed at km 0+300 along Amania–Issa Road



Ngora District: A fair section of Amapu–Kobuku Road at km 2+000 under the road maintenance grant where works were executed in Q2



Ngora District: A section of Akit–Ogong–Kalakata under the road maintenance grant where works were ongoing in Q3 at km 4+300

Key issues under the DUCAR

1. The imbalance of road sector funds away from road maintenance; and towards road development has resulted in dwindling IPFs under URF for road maintenance. *This escalates the maintenance backlog on the DUCAR network.*
2. 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 at the same time. *There is a risk the cost of road maintenance will become high due to over-reliance on expensive equipment hire.*
3. Delayed disbursement of funds to LGs: On average funds were received by agencies from URF more than 30 calendar days from the start of each quarter. This had a ripple effect of delays in the execution of work at the spending agencies. *There is a risk of failure to implement works promptly as planned.*
4. Lack of reliable and adequate supervision vehicles. *There is a risk of inadequate supervision and management of the road network.*

Rehabilitation of Community Access Roads

Rehabilitation of the Community Access Roads (CARs) is implemented by MoWT through the Community Roads Improvement Project (CRIP), which commenced in FY 2020/21. The project is for five years up to FY 2024/25 and, thus, in its final year of implementation. The project is funded by the GoU, with a projected total cost of US\$ 355.46 billion.

The project is aimed at improving rural accessibility and reduction in transport costs; improving household income due to improved access to markets and social services; and improving agricultural productivity, employment and increased revenue collection by the Local Governments.

The annual planned outputs of the CRIP were: rehabilitation of 502 km of interconnectivity roads in 85 districts; procurement and distribution of metallic culverts, gabions, geogrids, guardrails, and geotextiles; and carrying out environmental and social impact assessments (ESIAs) of community access roads.

Physical performance

The overall performance of the Rehabilitation of Community Access Roads Projects within the funds received was fair, at 60.5%. This was mainly due to the completion of some projects that spilled over from FY 2023/24. A total of 242 km of fully gravelled roads on the CARs network were achieved during the first half of FY, leading to improved connectivity within the districts where they were implemented.

Inadequate financing significantly affected the project's performance, resulting in delayed payments to most contractors. For instance, the ongoing projects required a financial input of US\$ 50.582 billion (based on contract sums), while the approved annual budget was only US\$ 4.192 billion. By the end of Q2 FY 2024/25, the project had received US\$ 1.107 billion (26.3%) of the approved budget. This lack of adequate financing also hindered the commencement of some procured contracts under the project.

The procurement of metallic culverts, gabions, geogrids and geotextiles, and the consultant for the ESIAs, was concluded and is awaiting contract signing once the required funds are available.

The quality of works was satisfactory, although the quantities of culvert lines and drainage works along some roads were inadequate due to under-scoping. Details of the performance of individual projects are presented in **Annex E**.



Kawuga–Grammar Road (1.0 km) in Mukono Municipality. The road suffered gravel loss



A gravelled section of Sonde–Kiwanga TC–Lumuli Road in Mukono Municipality



Bujaja–Kihengamo–Mpasaana Road (8.4 km) in Kakumiro District after rehabilitation works under CRIP



900 mm diameter concrete culvert installed along Bujaja–Kihengamo–Mpasaana Road in Kakumiro District



Left–Right: Three lines of 1.2 m diameter Armco culverts were installed along Nyinga–Kalo–Kalungi–Sweswe Road (5.35 km) in Mubende District, gravelled section of the road





A culvert crossing complete with headwalls at km 0+200 along Oluka Road in Soroti City



A culvert crossing complete with headwalls at km 2+300 along Senda–Abari–Nagoke Road (9.0 km) in Tororo District



A swamp raised section along Nabitende–Naibiri–Kazigo–Buwongo Road (9.6km) in Kigulu North County, Iganga district at km 2+400



A swamp raised section along Kirerema–Kigalama HC Road (3.7 km) at km 2+600 in Namutumba District

Construction of bridges on the DUCAR network

The construction of bridges on the DUCAR network is carried out by 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\$ 18.980 billion, of which US\$ 4.948 billion (26.1% of the budget) was released and US\$ 3.461 billion (69.9% of the release) expended by the end of December 2024.

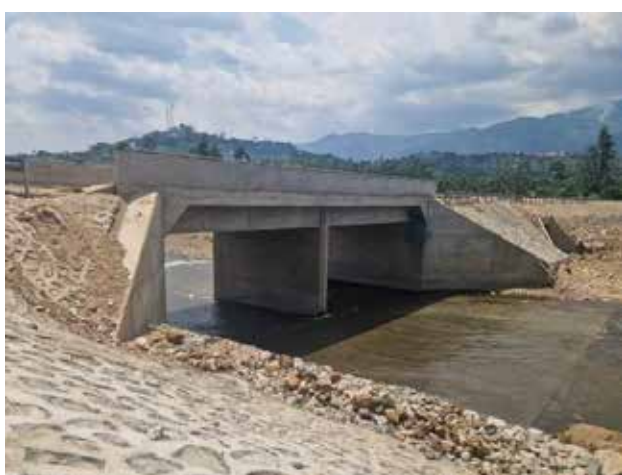
Planned activities in FY 2024/25 were to achieve 100% cumulative construction works for Karujumba Bridge (Kasese), Bugibuni Bunadasa Bridge (Sironko), Kadokolene swamp crossing (Budaka), Osudan–Abarila swamp crossing (Katakwi), Funguwe–Muwafu swamp crossing

The cumulative target construction progress on other bridges was: 80% progress for Kwapa Bridge (Tororo); 50% for Tajar Bridge (Bulamburi); 50% for Nyahuka–Mirambi Bridge (Bundibugyo); 20% for Nwera Bridge (Mitooma); 20% for Haibale swamp crossing (Kakumiro); 50% for Bikongozo Bridge (Rukungiri); 30% for Kiyanja swamp in Ntoroko; and 40% of Bridge Management System Development completed.

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, detailed designs of Ora Bridge III (Madi-Okollo), Ora Colonial Bridge (Madi-Okollo), and Katete (Mbarara City).

By the end of Q2 FY2024/25, the overall performance of the construction of bridges on the DUCAR network within the received funds was fair, at 50.0%. The achieved milestones include the completion of one cable bridge and the completion of four detailed bridge designs.

The performance was greatly affected by insufficient disbursement of funds 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.



Light–Right: Completed Kyarujumba Bridge in Kasese District, gravel approach roads constructed at the bridge

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 MoWT.

In FY 2024/25, MoWT planned to: seal 15 km of selected low-volume roads using low-cost sealing technology in the districts of Wakiso, Masaka, Kasese, Lwengo, Sembabule, Mitooma, Kakumiro, Amuria, Namutumba, Katakwi, Budaka, Kalangala, Bulambuli, Mayuge, Bukedea, Hoima, Amuria, Kakumiro, Kagadi Mukono, Kayunga, Kasese, and Kiboga.

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

Monitoring and performance of this intervention focused on the implementation of the sealing of low-volume roads using low-cost sealing technology. Overall, the intervention's performance was poor, at 33.1%. Three out of the seven planned outputs were partially implemented. MoWT achieved 5 km under low-cost road sealing. The progress of the ongoing works was affected by inclement weather, delays in the relocation of utilities, and inadequate disbursements, leading to delays in paying contractors.

The implementation of the project faces 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. MoWT should enhance public awareness regarding proper road usage and provide training in road maintenance to encourage participation.

3.4.4 Enforce loading limits

Enforcement of loading limits is achieved through the use of weigh stations and mobile weighing scales under UNRA, which weigh vehicles and impose fines for overload. During the first half of the financial year, UNRA operated eight (8) fixed and six (6) mobile weigh stations. The eight fixed weigh stations are located at Lukaya, Mbarara, Luwero, Mubende, Magamaga, Mbale, Elegu, and Malaba.

The performance of the intervention is assessed based on the percentage reduction in the number of overloaded vehicles weighed on the paved national road network. The target for FY 2024/25 was to lower the proportion of overloaded vehicles to 4%. The weighbridges demonstrated high operational efficiency, with fixed stations achieving an average availability of 96.1% and mobile stations 81.2%. This resulted in a very good performance (100%), as the proportion of overloaded vehicles was only 3.6%, exceeding the semi-annual target.

Despite this strong performance, the long-term objective remains to eliminate overloaded vehicles entirely. However, several national roads lack weigh stations, which allows overloaded vehicles on these routes to go unchecked.

Some of the challenges affecting the weigh stations are:

- i) Frequent power outages coupled with system errors due to old weighing equipment with old technology;
- ii) Lack of traffic monitoring equipment to track the weigh station by passers; and
- iii) Inadequate staffing to effectively manage the weigh stations.

3.4.5 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 UNRA stations, municipalities and cities. Currently the sharing of district equipment between all the LGs (cities, municipalities, town councils and sub-counties) is not sustainable.
- iii) Delayed disbursement of funds from URF and from MoWT to the force account implementing units affected timely implementation. An average delay of more than 30 days was experienced in the quarterly releases during the first half of the FY.
- iv) The time of disbursement of funds to the regional mechanical workshops, which are supposed to offer repair services, does not match that of the LGs and, as such, the equipment breakdowns are not addressed in a timely manner.

3.4.6 Conclusion

The performance of the Transport Asset Management sub-programme was fair, with mixed levels of achievement across its interventions. The enforcement of loading limits performed very well (100%), and national road maintenance achieved 76.0%. Other interventions, such as road rehabilitation, DUCAR maintenance, and low-cost sealing technologies, underperformed. This indicates that the transportation infrastructure was not adequately maintained, which compromises its longevity.

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 budget cuts year after year (23.6% budget reduction in FY 2024/25), late release of funds, and insufficient equipment. This situation impacts access to social and economic services due to the poor condition of the transport infrastructure and increases future maintenance costs. If these issues are not urgently addressed, particularly the imbalance in funding prioritisation, the sub-programme's ability to achieve its intended outcomes will remain significantly compromised.

3.4.7 Recommendations

- i) MoWT and MoFPED, through the Programme Working Group (PWG), should shift their 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) MoWT should procure road units for municipalities, cities, and stations lacking equipment. Additionally, 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.
- iii) MoWT should procure and install weighbridges on all the major roads in the country.

3.5 Land Use and Transport Planning Sub-Programme

3.5.1 Introduction

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

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\$ 77.66 billion (26.6%) was released and US\$ 74.27 billion (95.6%) expended by the end of December 2024. Monitoring focused on two interventions which were funded in the FY. The overall performance of the sub-programme was rated poor at 23.51%. 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 MoWT and UNRA acquire land and are able to provide the RoW/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 rated at 6.86%. MoWT acquired 5.39 acres (1.16%) against 464 acres for the RoW of the Standard Gauge Railway (SGR); and valued 2.4 hectares (0.57%) 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 45 (7.5%) out of 600 PAPs were compensated along the Tororo–Gulu MGR.

UNRA planned to acquire a total of 552 hectares for the RoW of road projects. By half-year, a total of 100.421 hectares (18.2% of annual target) had been acquired. The performance was affected by inadequate financial disbursements to the sub-programme. The inadequate disbursements affected the compensation of PAPs on all projects and, as such, impacted on the performance of the Transport Infrastructure and Services Development as well as the Transport Asset Management sub-programmes.

3.5.3 Develop and strengthen transport planning capacity

The performance of the intervention was rated good, at 43.75%. MoWT reviewed and updated one (100%) transport planning system; one (50%) out of 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 challenges

The performance of the sub-programme was affected by inadequate release, resulting in delayed payment of PAPs on all the road upgrading projects, the development of Bukasa Port and the rehabilitation of the MGR.

3.5.5 Conclusion

The sub-programme registered poor performance (23.51%) on account of inadequate funding/release (26.6%), which affected compensation of the PAPs. Consequently, this affected the achievement of targets under the Transport Infrastructure and Services Development sub-programme.

3.5.6 Recommendations

1. MoFPED should release 100% of the land acquisition budget by half-year to enable timely acquisition for the RoW corridors.
2. MoWT should prioritise funding for acquisition of the RoW to facilitate fast-tracking of the compensation of the PAPs. For future projects, at least 50% of the RoW should be made available to the contractors before commencement of the project works and acquisition of the RoW should be completed within six (6) months after commencement of projects.

3.6 Transport Regulation Sub-Programme

3.6.1 Introduction

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

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

The sub-programme is implemented by MoWT. The intermediate outcomes are reduced fatality and casualty per mode of transport.

For FY2024/25, the sub-programme budget was increased by 22% from US\$ 141.63 billion in FY 2023/24 to US\$ 172.9 billion. By the end of December 2024, US\$ 51.88 billion (30%) was released and US\$ 46.75 billion (90.1% of release) was expended.

Overall sub-programme performance

The overall performance of the Transport Regulation sub-programme was good (83%) on account of the very good performance (100%) of the enforcement of relevant transport infrastructure and services policy, legal, regulatory, and institutional frameworks intervention. Despite this good performance of the sub-programme, the performance of the intervention involving the review, update and development of transport infrastructure and services policies, plans, regulations, standards and laws was fair (66%). The good performance of the programme was attributed to the attainment of half-year targets in some of the activities of the enforcement and compliance of standards and relevant laws aimed at smoothing out the operation of transport services across the four modes.

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 the transport infrastructure and services in the country. The performance of the intervention was fair (66%). 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):* 12 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:* Six (6) regulations were initiated.
- iv) *Highway Code finalisation, printing and dissemination in consultation with the Department of Roads and Bridges:* Statement of requirements drafted for finalisation and dissemination.
- v) *Update and review of the Uganda Railways Corporation (URC) legislation:* A stakeholder meeting was conducted to present and review the draft URC Bill.
- vi) *Approval by Cabinet of the Plant, Machinery and Vehicles (PMV) Management Bill:* Two nationwide stakeholder consultation workshops were conducted.

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

The intervention is aimed at ensuring that the already existing transport infrastructure and services policies, legal, regulations, and standards are implemented to reduce the fatalities and casualties per mode of transport. Additionally, compliance with the regulatory requirements is necessary to



ensure maintenance of standards of operation for air and water transport. The performance of the intervention was very good (100%), as at the end of the FY, on account of the attainment of 100% of the half-year targets in the rail and road modes of transport. Notable key achievements in the different modes of transport are:

Air Transport

- i) *Coordination of two (2) EAC Air Transport Facilitation Programmes:* One (1) programme was coordinated.
- ii) *Carrying out eight (8) inspections of up-country aerodromes:* Seven (7) inspections were conducted for compliance with International Civil Aviation Organization (ICAO) standards and recommended practices in the Western and Southern regions.
- iii) *Carrying out four (4) air transport safety oversight activities:* Two (2) activities were conducted.
- iv) *Conducting four (4) inspections of Entebbe International Airport (EIA):* Two (2) inspections of EIA were conducted for conformity with ICAO.
- v) *Carrying out four (4) aircraft accident and incident investigations:* No investigation had been done.

Inland Water Transport

- i) *Inspection of 12 ships for compliance with inland transport laws and international conventions/standards:* Ten (10) ships were inspected.
- ii) *Inspection of 20 landing sites, two (2) ports and all shipyards for compliance with inland water laws and international conventions/standards, including SOLAS, MARPOL and the ISPS Code:* Five (5) landing sites were inspected.
- iii) *Conducting two (2) safety awareness campaigns and a sensitisation campaign on our inland waterways:* One safety complain was done.
- iv) *Carrying out 100% investigations for all reported accidents:* 70% investigations were done.
- v) *Inspecting and monitoring 11 Aids to Navigation (ATONs) and weather buoys:* Six (6) were inspected and monitored.
- vi) *Inspecting and monitoring 100% conventional ships under construction for compliance with our inland water transport laws and international conventions/standards:* Achieved 100%.
- vii) *Inspect 400 boats: 210 were inspected.*
- viii) *Licensed 300 boats for water transport on our waterways:* 168 boats were licensed.
- ix) *Register 50 boats:* 12 were registered.

Rail Transport

- i) *Carrying out four (4) rail safety inspections:* Two (2) were carried out.
- ii) *Monitoring and coordinating four (4) rail transport regulation programmes:* Four (4) transport regulation programmes were coordinated and monitored.



Road Transport

- i) *Issuing of 800 Bus Operator Permits: 400 issued.*
- ii) *Licensing of 25,000 Public Service Vehicles: 12,387 licences were issued.*
- iii) *Carrying out eight (8) route monitoring exercises: Four (4) were carried out.*
- iv) *Carrying out four (4) quarterly monitoring exercises for Motor Vehicle Registration operations: Two were done.*
- v) *Conducting four (4) monitoring exercises on the physical verifications for motor vehicles due for first time registration at the ports of entry: Two were conducted.*
- vi) *Certifying 12,000 court orders issued for the amendment of the Motor Vehicle Register: 3,220 were certified.*
- vii) *Conducting MVR data archiving for 3,000,000 of records: 1,298,548 records were archived.*
- viii) *Streamlining 70% implementation of management and administration of motor vehicle registration: 50% was achieved.*
- ix) *Carrying out eight (8) road safety inspections: Five (5) were achieved.*
- x) *Coordinating eight (8) road safety stakeholder activities: Four (4) were achieved.*
- xi) *Disseminating four (4) traffic and road safety regulations: Three (3) regulations were disseminated.*
- xii) *Conducting the Annual National Road Safety Week: This was not achieved.*
- xiii) *Investigating eight (8) road crashes: Four (4) were done.*
- xiv) *Carrying out four (4) road safety awareness campaigns: Two (2) were conducted.*
- xv) *Carrying out reinstallation, calibration servicing and networking of inspection equipment for mandatory motor vehicle inspection services: This was achieved.*
- xvi) *Issuing 280,000 driving licences: 150,503 were issued.*
- xvii) *Organising and carrying out four (4) driver licensing mobile enrolment exercises: Eight (8) exercises were done.*
- xviii) *Completion of 60% building works for the One-Stop Centre Building: 40% was completed.*
- xix) *Update and maintenance of 180,000 manual documents digitised and Motor Vehicle Registration databases: 130,846 documents were digitised.*
- xx) *400,000 post-Motor Vehicle Registration processes performed within set timelines: 110,057 were achieved.*
- xxi) *Conducting 200,000 Vehicle Registration plates replacements for smart digital number plates: 1,040 was achieved.*
- xxii) *Supervision of the Motor Vehicle Registration modular components by Global Security on the ITMS platform. This was achieved.*
- xxiii) *Development of 75% of Phase Two E-Payment Portal: 55% was attained.*



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The Integrated Transport Infrastructure Services (ITIS) programme recorded fair overall performance of 53.8% during the first half of the financial year. While the Transport Regulation and Transport Asset Management sub-programmes performed well, most planned outputs across the programme were not achieved. The key challenges across the programme were inadequate financing and over-commitment by implementing agencies, which led to the accumulation of arrears. Therefore, the intended objectives of the programme, such as increasing transport interconnectivity to promote interregional trade and reduce poverty, and optimisation of transport infrastructure and services investment across all modes, may not be realised.

The Transport Infrastructure and Services Development sub-programme performed poorly, at 46.5%, mainly due to delays caused by low fund releases and challenges in acquiring the RoW. As a result, 13 of the 15 monitored projects (86.6%) were behind schedule. Despite the poor performance, 65.91 km equivalent (33.05% of the annual target) of road were added to the network.

Major projects like the New Bukasa Port, which was due for completion, experienced delays, with progress at 69.1%, due to land acquisition and compensation issues. Meanwhile, the ongoing refurbishment of the Tororo–Gulu MGR fell behind schedule. In contrast, the Kampala–Mukono railway section was completed and is operational, offering some progress in rail transport.

Under the Transport Asset Management sub-programme, fair performance of 62% was registered, supported by strong enforcement of axle load limits and moderate progress in road rehabilitation. However, underfunding remained a major obstacle, and only 32% of the road maintenance budget was funded. Critical projects like Rural Bridges Infrastructure and Community Roads Improvement received less than 27% of the required funding of US\$ 1.25 trillion. These funding gaps led to delayed contract signing and implementation, limiting the achievement of the intended outputs.

Road rehabilitation and bridge construction projects across the national and DUCAR networks performed poorly due to delayed payments and insufficient disbursements. While national road maintenance via force account and contracts performed well, Local Government DUCAR network maintenance recorded poor performance of 41.8%, mainly due to delayed fund disbursement and heavy rainfall. Low-cost seal projects under implementation by MoWT also underperformed, achieving only 5 km out of the planned outputs due to delays in utility relocation, inclement weather, and inadequate funding, which affected payment to the contractors.

The Land Use and Transport Planning sub-programme recorded poor performance of 23.51%, primarily due to inadequate funding, with only 26.6% of the annual budget released. This hindered the compensation of PAPs, which affected the implementation of infrastructure projects under the Transport Infrastructure and Services Development sub-programme. The shortfall in

financing delayed land acquisition processes, ultimately undermining progress in planned transport connectivity improvements.

On the other hand, the Transport Regulation sub-programme performed well, at 83%. This was largely driven by the excellent (100%) enforcement of transport-related policies, laws, and frameworks, which enhanced compliance and the smooth operation of services across all transport modes. However, the component focused on reviewing and updating policies and regulations performed moderately, at 66%, indicating that while operational enforcement is strong, progress in policy development and reforms requires improvement.

Overall challenges

1. The Rationalisation of Government Agencies and Public Expenditure (RAPEX), which led to the transfer of the functions of UNRA and URF to MoWT, affected payments and timely execution of planned processes and works. Additionally, the delayed finalisation of management changes to absorb some staff affected by RAPEX is another issue.
2. Over-commitment 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 right of way on upgrading projects on the national road network is mainly due to the exhaustion of the land acquisition budget and grievances from the PAPs.
5. There is a lack of weighbridges on some national road sections, for instance, Kamdini–Arua and the Karamoja sub-region, which leaves the roads at risk of damage by overloaded trucks.
6. The new municipalities/cities lack road maintenance equipment, while the older ones have dilapidated equipment. These resort to borrowing, which is time-consuming, and hiring, which is expensive.

4.2 Recommendations

1. MoWT, through the Ministry of Public Service (MoPS), should expedite the absorption of the UNRA and URF staff affected by RAPEX.
2. MoWT and MoFPED should prioritise timely funding to key outputs and ensure that ongoing projects are completed before new ones commence.
3. MoFPED/MoWT should draw up a structured plan to urgently address all outstanding payments to contractors and service providers to mitigate the accumulation of interest due on delayed Interim Payment Certificates (IPCs) and invoices.
4. MLHUD, in partnership with MoWT, should urgently establish a legally binding pre-contract RoW acquisition framework aligned with national land laws. MoWT should prioritise the acquisition of 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.



5. MoWT should prioritise procurement and installation of weigh stations for the Kamdini–Arua and the Karamoja sub-region.



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ANNEXES

Annex A: A Summary of the Projects/Districts Monitored per Intervention at FY 2024/25 Semi-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	Atiak – Laropi (66 km), Masindi-Biiso, Hohwa-Nyairongo-Kyarusheesha-Butoole Kabaale–Kiziranfumbi Roads Kawuku–Bwerenga Road (6.6 km) and Namugonde–Bugiri (Fuel Tank Reservoir 1.6 km) Moroto–Lokitanyala Road (42 km) Rukungiri–Kihiki–Ishasha/Kanungu (78.5 km) Construction of Access Road to Kabaale International Airport from Kabaale Kiziranfumbi Road (3.2 km) Busega – Mpigi Expressway (23.7 km) Buhimba–Nalweyo–Bulamagi & Bulamagi–Igaya–Kakumiro (93 km) Upgrading of selected town roads Luero – Butalangu Road (29.6 km) Muyembe – Nakapiripirit (92 km) Kira–Matugga road and improvement of 5 No. junctions (21 km) Najjanakumbi – Busabala Road (11 km), Munyonyo Spur Interchange and Service Roads (17 km) Lot 1: Rwenkunya – Apac (90.9 km) Lot 2: Apac – Lira – Puranga (100.1 km) Tororo–Busia Road (26Km) and Mayuge and Busia Town Roads (18 km)	UNRA
		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



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
	Implement an integrated multi-modal 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	UNRA/MoWT
			Undertake feasibility studies and generate detailed designs for the national road network	UNRA
Transport Asset Management	Rehabilitate and maintain transport infrastructure	National roads rehabilitation of the paved network	Hoima –Kiboga – Busunju road (km 145), Ntungamo–Kabale–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)	UNRA
		Construction of bridges on the national roads network	Design & Build of 6 strategic bridges In Western Uganda: Maziba, Kiruruma, Rwembyo, Kajwenge Bridges, and Kamirwa Nyakambu Bridges Lot 2 – Reconstruction of five failed bridges on the national road network under design and build of Kyanya and Isango Bridges in Kasese District. Civil works for emergency restoration of Karuma Bridge Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp) Bridges Lot 6 – Kochi, Osu, and Odrua Bridges in West Nile sub-region Lot 2 – Nabukhaya, Nambola, Namatsimeri, Sahana, Khamitsaru Bridges, and Rubongi Bridges in Eastern Uganda. Akaa Bridge on Amuru–Omeo–Rhino Camp Road	UNRA
		Maintenance of the paved and unpaved National roads network	Arua, Gulu, Siroti, Masaka, Mubende, Mbarara,	UNRA/URF
		Maintenance of District, Urban and Community Access Roads network	Districts of Buyende, Mubende, Terego, Wakiso, and Ngoma. Hioma City and Mukono MC	LGs/URF



Sub-programme	Intervention	Programme Implementation Action	Location/Project	Implementing Agency
		Rehabilitation of community access roads	Districts of Iganga, Namutumba, Tororo, Mubende, Kakumiro. Soroti City and Mukono MC	MoWT
		Construction of bridges on DUCAR network	Bugibuni Bunadasa Bridge in Sironko District, Osudan – Abarila swamp crossing in Katakwi District, Funguwe– Muwafu Swamp Crossing in Tororo District, and Karujumba Bridge in Kasese	MoWT
	Adopt cost-efficient technologies to reduce maintenance backlog	Sealing of district roads with Probase and other low-cost seals	Bukedea, Iganga, Katakwi, Sembabule, Mitooma, Masaka, Wakiso, Namutumba, Lwengo, Kayunga, and Kasese	MoWT
	Enforce loading limits	Weighing vehicles and charging fines on overload	Eight weigh stations (Lukaya, Mbarara, Luwero, Mubende, Magamaga, Mbale, Elegu, and Malaba).	UNRA
Transport Regulation	Review, update and develop transport infrastructure and services policies, plans, regulations and laws	Laws, policies, standards and guidelines developed	–	MoWT
	Enforce relevant transport infrastructure and services policy, legal, regulatory and institutional framework	Enforcement under air, water and road transport modes	–	MoWT
Land Use and Transport Planning	Acquisition of infrastructure/ utility corridors	Acquire the RoW for projects	Upgrading projects under UNRA, Bukasa Port, and Tororo – Gulu railway	UNRA/ MoWT

Source: Author's Compilation



Annex B1: Performance of the National Roads Rehabilitation of the Paved Network by 31st December 2024

Road Project	Target Progress (Q1–Q2) (%)	Cum. Achieved Progress (%)	Score (%)	Remarks
Civil Works for rehabilitation of Hoima –Kiboga – Busunju Road (km 145)	58.83	11.15	19	<p>The contract was awarded to M/S Abubaker Technical Services and General Supplies Ltd at a sum of US\$ 309.073 billion. The works commenced on 10th May 2023 and are expected to end on 9th May 2026 (36 months).</p> <p>The performance of the project was poor. The cumulative progress was estimated at 16.2%, against a planned of 59.1% and time progress of 57.7%. The project was therefore significantly behind schedule.</p> <p>The contractor submitted five IPCs amounting to US\$ 43.799 billion. Two IPCs amounting to US\$ 14.903 billion were paid (4.8% of contract sum). For FY 2024/25, the project's budget was US\$ 103.024 billion of which US\$ 4.899 billion was received and expended. Therefore, the project was affected by inadequate financing to pay the contractor's IPCs, hence affecting the cashflows.</p> <p>The performance of the project was further affected by:</p> <ul style="list-style-type: none"> Delay in mobilisation of the required plant and equipment by the contractor; Delay in location of suitable materials for the permanent works; and Poor planning by the contractor leading to underutilisation of equipment. <p>Challenges 1 to 3 have since been solved.</p>
Remedial Works on Ntungamo–Kabale–Katuna Road (65 km)	100.0	0.6	0.6	<p>The contract was awarded to China Railway Seventh Group Co. Ltd, at a sum of US\$ 53.589 billion. The works commenced on 1st November 2023 and were expected to end on 1st November 2024 (12 months). A 3-month interim extension of time was granted until 31st January 2025.</p> <p>The performance of the project was poor. As of 31st December 2024, cumulative physical progress was 0.6%, against the planned 100%, despite 125% 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.</p> <p>The contractor submitted one IPC amounting to US\$ 2.283 billion on 12 April 2024. By end of December 2024, the IPC was not yet paid, which resulted in the contractor suspending works.</p>



Road Project	Target Progress (Q1–Q2) (%)	Cum. Achieved Progress (%)	Score (%)	Remarks
				Some of the risks on the project include: Design changes and increase in the scope of works which is likely to increase the project cost. Delayed payment of the contractor, which may lead to further claims for both time extensions and financial compensation.
Civil works for the reconstruction of Mityana – Mubende Road (86 km) and upgrading of Mityana Town roads (14 km)	53.72	19.09	35.5	<p>The contract was awarded to M/s Energoprojekt Niskogradnja A.D at a sum of US\$ 395.248 billion, which was revised to US\$ 294.025 billion. The duration of the contract was originally 36 months till 14th April 2024. The duration was revised to 44 months till 21st February 2026.</p> <p>The performance of the contract was poor with a cumulative progress of 31.5%, against a planned of 87.8% and duration of 90.18%. The project was therefore behind schedule. The contractor suspended works on 15th May 2024 and had not resumed.</p> <p>The contractor submitted 17 IPCs amounting to US\$ 165.191 billion and US\$ 125.931 billion (12 IPCs) was paid. The contractor therefore had an outstanding balance of US\$ 39.26 billion at the time of effecting the suspension.</p> <p>The performance of the project was greatly affected by suspension of the works by the contractor and inadequate disbursements which delayed payment of IPCs. Arising from delayed payments, the contract has an accumulated total of US\$ 5.492 billion in interest payments as of January 2025.</p> <p>The project therefore needs sustained funding to avoid further time and cost overruns.</p>
Alwii – Nebbi (33km) and Upgrading of Pakwach and Nebbi Town Roads (4.3 km)	40.25	14.55	36.15	<p>Poor progress was registered at the end of December 2024. The cumulative physical progress was 68.03%, against a plan of 93.73% and a time progress was 94.8%. Thus, the project was behind schedule. The financial progress was at 74.37%, against a plan of 94.42%. A total of 17 IPCs (US\$ 41.322 billion – 84.27%) had been paid out of 20 submitted IPCs (US\$ 49.037 billion).</p> <p>The progress was mainly affected by delayed payments to the contractor, which affected his cash flow.</p>



Road Project	Target Progress (Q1-Q2) (%)	Cum. Achieved Progress (%)	Score (%)	Remarks
Karuma – Olwiyo (43.5 km)	57.75	28.47	49.30	Poor progress was registered at the end of December 2024. The cumulative physical progress was 39.42%, against a planned target of 68.7% and a time progress was 94%. This the project was behind schedule. The financial progress was at 45.04% against a plan of 71.1%. One (1) IPC (USh 1.901 billion – 12.86%) was paid out of three (3) submitted IPCs (USh 14.783 billion). The progress was mainly affected by delayed payments to the contractor that affected his cash flow.
Olwiyo – Pakwach (62.5 km)	52.98	14.91	28.14	Poor progress was registered at the end of December 2024. The cumulative physical progress was 37.63%, against a target of 63.49% and a time progress of 96%. The project was thus behind schedule. The financial progress was at 49.86% against a plan of 63.49%. A total of six (6) IPCs (USh 24.394 billion – 50.19%) were paid out of nine (9) submitted IPCs (USh 48.601billion). The progress was mainly affected by delayed payments to the contractor, which affected his cash flow.
Overall Performance			28.1	Poor Performance

Source: Field Findings and Authors' Compilation



Annex B2: Performance of Construction of Bridges on the National Road Network by 31st December 2024

Output Performance				
Bridge Project	Target Progress (Q1–Q2) (%)	Achieved Progress (%)	Score (%)	Remark
Design & Build of 6 Strategic Bridges in Western Uganda: Maziba on Kigata–Kabunyonyi–Nyakigugwe Road, Kiruruma on Katojo–Kihhi Road, Rwembyo And Kajwenge Bridges on Kinyamaseke–Kisinga–Kyarumba–Kibirizi Road, and Kamirwa Nyakambu on Kabwohe–Bwizibwera Road	6.10	3.02	49.5	<p>The overall cumulative physical progress was at 37.1%, against a plan of 63.2% and a time progress of 87.9% (110.86% based on the original work programme). The individual bridges were at the following physical progress:</p> <p>Kajwenge Bridge – 86.2% versus a planned of 99.4%.</p> <p>Rwembyo Bridge – 61.9% versus planned progress of 98.6%.</p> <p>Kanyampara Bridge – 59.9% versus planned progress of 94.2%.</p> <p>Final detailed designs for Maziba Bridge, Kiruruma Bridge, and Kamirwa Bridge were approved; however, construction works had not commenced by end December 2024.</p> <p>The cumulative financial progress was at 24.6%, against a target of 39.3%. The contractor was cumulatively paid US\$ 3.327 billion against the certified value of US\$ 8.496 billion.</p> <p>The project delays were mainly attributed to delayed access of the RoW for some sites and delayed payment of the contractor's IPCs. The contractor suspended work due to delayed payments.</p>
Lot 2–Reconstruction of five (5) failed bridges on The National Road Network under Design and Build of Kyanya Bridge on Mobuku–Maliba–Kyanya–Ibanda Road and Isango Bridge on Bwera–Kithoma–Kiraro Road in Kasese District	38.4	19.0	49.5	<p>The overall cumulative physical progress was at 64.2%, against a plan of 89.8% and a time progress of 91.1%. Progress on individual bridges was as follows:</p> <p>Kyanya Bridge: The foundation, abutments, and piers were completed.</p> <p>Isango Bridge: The main bridge structure was completed, with backfilling and the construction of access roads still pending.</p> <p>The cumulative financial progress was at 11.2%, against a target of 80.3%.</p> <p>Project implementation was significantly affected by delayed access to the RoW, recurrent annual flash floods within the project area, and delayed payment of the contractor's IPCs. As a result of the payment delays, the contractor suspended works.</p>



Output Performance				
Bridge Project	Target Progress (Q1–Q2) (%)	Achieved Progress (%)	Score (%)	Remark
Civil Works for Emergency Restoration of Karuma Bridge along Kampala–Gulu Road	100.00	84.60	84.60	The bridge achieved good performance. The cumulative physical progress was at 84.6% against a target of 100%. Casting of the new deck slab was completed and the bridge was opened to traffic on 20th December 2024. However, installation of bearings and expansion joints was pending as procurement was still in progress. Opening the bridge to traffic without these elements posed a safety and durability concern. Financial progress was at 21%.
Alla (Anzuu) Gazi (Rhino Camp), Aca (Rhino Camp)	9.30	8.82	94.84	The progress registered in the FY was very good and the cumulative physical progress was 87.8%, against a target of 88.3%. Alla and Gazi were complete, open to traffic and their defects liability period had expired. While for Aca, the main box culvert structures and the pioneer gravel layer were complete. Swamp filling and construction of secondary (relief) box culverts were ongoing. However, the delayed payment of service providers posed a risk to completion. The financial progress was at 84.3%.
Lot 6 – Kochi on Keri–Midigo–Kerwa Road, Osu on Arua–Biliabe–Otrevu road and Odrua on Arua–Vurra–Custom–Paidha Goli Road in West Nile Sub-Region	22.81	16.65	72.99	The performance was good and a cumulative physical progress of 78.0% against a revised target of 84.2%. The bridge structures for Osu and Kochi; and approach roadworks were completed, while Odrua Bridge was substantially complete, with road approach works ongoing. The financial progress was at 63.51%. The project progress was affected by the delayed payments to the service providers.
Lot 2 – Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu – Lwakhakha Road and Rubongi Bridge on Tororo – Nagongera Road in Eastern Uganda	34.57	0.00	0.00	No works executed within the first half of the FY. The cumulative physical progress was 65.4%, against a target of 92.8%. Namatsimeru Bridge and its associated works were completed. Nabukhaya bridge and its associated structures were completed while the approach roadworks stalled due to RoW encumbrances. Nambola and its associated structures were complete except the approach roadworks, which were ongoing. Khamitsaru (10 m span bridge) and its associated components were complete except for approach roadworks, which stalled due to RoW. Sahana (5x3



Output Performance				
Bridge Project	Target Progress (Q1–Q2) (%)	Achieved Progress (%)	Score (%)	Remark
				m cell box culvert) was complete. For Rubongi (12x5.8 m box bridge), construction of diversions and the bridge structure were complete, while preparatory works for approach roads had stalled. The financial progress was at 63.40%. The project was progress was affected by the lack of the RoW for the approach roadworks and delayed payments to the service providers.
Apaa Bridge on Amuru–Omee–Rhino Camp Road	49.70	35.20	70.82	The performance of the bridge was good. The cumulative physical progress was 69.0% against a target of 83.5%. The project was behind schedule due to delayed payment of the service providers and 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%.
Overall Performance			60.3	Fair Performance

Source: Field Findings and Authors' Compilation

**Annex C: Performance of the National Roads Maintenance for Each UNRA Station****a) Arua UNRA Station****Annex C1: Performance of Force Account at Arua UNRA Station by 31st December 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remark
Routine Manual Maintenance (Paved) (km)	216.0	185.7	101.48	Very good achievement
Routine Manual Maintenance (Unpaved) (km)	913.8	641.8	92.64	
Routine Mechanised Maintenance (Paved) (km)	25.0	16.0	22.86	The achievement was poor due to budget shortfalls
Routine Mechanised Maintenance (Unpaved) (km)	197.4	109.0	57.67	The achievement was fair due to budget shortfalls
Dredging of Albert Nile Bridge, Pakwach (m ³)	205,000	112,250	54.76	
Overall Performance			65.9	Fair Performance

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

Annex C2: Performance of Contracts at Arua UNRA Station by 31st December 2024

Contract Name	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Mechanised Maintenance under Framework Phase 2 Contract of Wandí-Ore (46 km) – Call Order 004	100	65	98.48	Contractor: M/s PNR Services Ltd Contract sum: USh 1,185,352,940. Commencement date: 1st June 2024 Completion date: 1st December 2024. The works were ongoing at 65% progress
Mechanised Maintenance under Framework Contract of Wandí Rhino Camp (51 km) – Call off Order No.2	83	0	0.00	Contractor: M/s Rohasha Enterprises (U) Ltd Contract sum: USh 1,767,658,892 Commencement date: 1st April 2024 Completion date: 1st October 2024. The works halted at 17% hence, no new works were executed in this half of the FY.
Mechanised Maintenance under Framework of Ocoko-Inde-Rhino Camp – Call off Order No. 2	100	20	24.00	Contractor: M/s Kato Contractors Limited Contract sum: USh 1,033,181,268 Commencement date: 1st April 2024 Completion date: 1st October 2024. The performance was poor due to cash flow challenges faced by the contractor.
Overall Performance			40.8	Poor Performance

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



b) Gulu UNRA Station

Annex C3: Performance of Force Account at Gulu UNRA Station by 31st December 2024

Activity	Annual Target (km)	Semi-Annual Achievement (km)	Score (%)	Remarks
Routine Manual Maintenance (Paved)	346.0	249.65	78.5	Good performance
Routine Manual Maintenance (Unpaved)	541.0	513.2	94.2	Very good achievement
Routine Mechanised Maintenance (Paved)	61.0	159.0	88.3	Budget shortfalls and the late release of funds affected the performance
Routine Mechanised Maintenance (Unpaved)	194.0	89.1	68.3	
Overall Performance			82.3	Good Performance

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

Annex C4: Performance of Contracts at Gulu UNRA Station by 31st December 2024

Contract Name	Annual Target (%)	Annual Achievement (%)	Score (%)	Remarks
Framework Contracts Phase III for 3 Years totalling 276 Km. Lot 22 : Gulu Station, Call off Order 3: Kati Kati – Tenaum – Nwoya (35 km) Road	100	16	61.54	Contractor: M/s Upland Enterprises & Construction Company Ltd Contract sum: US\$ 1,200,020,713 Commencement date: 5th September 2024 Completion date: 5th March 2025. The cumulative progress was at 55.21%, against a plan of 56.11%.
Framework Contracts Phase II for 3 Years Totalling 127 km. Lot 21: Gulu Station, Call of Order 5: Lugore – Adeed Road (25 km) Road	50	1	20.00	Contractor: M/s Abela Construction Company Ltd Contract sum: US\$ 2,416,513,376 Commencement date: 25th October 2024 Completion date: 25th March 2025. The cumulative progress of works was at 1% vs. a plan of 5%. The project was behind schedule.
Framework Contracts Phase III for 3 Years Totalling to 276 km. Lot 22 : Gulu Station ,Call of Order 1 : Amuru–Omee–Rhinocamp (53 km) Road	60	46	76.67	Contractor: M/s Beru Investment (U) Ltd Contract sum: US\$ 2,500,374,389 Commencement date: 27th February 2024 Completion date: 25th August 2024. The cumulative progress of works was at 86% vs. a plan of 100%. The project was behind schedule and this was attributed to the delayed payments of the contractor's payments.
Overall Performance			52.7	Fair Performance

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



c) Masaka UNRA Station

Annex C5: Performance of Force Account at Masaka UNRA Station by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity (Q1-Q2)	Score (%)	Remark
Routine Manual Maintenance (Paved)	242.0	203.3	84.0	The performance was affected by delayed release of funds
Routine Manual Maintenance (Unpaved)	744.8	640.5	86.0	
Routine Mechanised Maintenance (Paved)	40.0	23.0	100.0	The semi-annual target was achieved. Delayed release of funds was noted as the main challenge.
Routine Mechanised Maintenance (Unpaved)	120.0	55.0	100.0	
Overall Performance			92.5	Very Good Performance

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

Annex C6: Performance of Contracts at Masaka UNRA Station by 31st December 2024

Contract Name	Annual Target	Cum. Achieved (%)	Score (%)	Remark
Framework Contract for Mechanised Maintenance of Lumbugu-Lyantonde (50 km)	100.0	99.0	99.0	<p>Contractor: JV Coronation Developers Ltd & Aromax Holdings Ltd Contract sum: USh 2,496,431,600 Commencement date: 26th July 2024 Completion date: 25th March 2025</p> <p>The scope of work involved grading and gravelling of 32 km of the road, as well as installation of 5 line of 900 mm diameter concrete culverts. The cumulative physical progress achieved on the project was 99%. The total certified value of IPCs amounted to USh 2,362,625,449; however, no payments had been made by 31st December 2024.</p>
Framework Contract for Mechanised Maintenance of Luku-Kalangala (34 Km) & Kalangala-Mulabana (36 km)	100.0	99.0	99.0	<p>Contractor: Rukooge Enterprises Ltd. Contract sum: USh 2,904,024,840 Commencement date: 3rd October 2024 Completion date: 2nd April 2025</p> <p>The scope of work included grading, spot gravelling of 25 km, and opening of mitre drains. As of 31st December 2024, the achieved cumulative physical progress of the project was 99%. The total value of certified IPCs was USh 2,904,024,840; however, payments had not yet been made.</p>
Overall Performance			99.0	Very Good Performance

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



d) Mbarara UNRA Station

Annex C7: Performance of Force Account at Mbarara UNRA Station by 31st December 2024

Activity	Annual Target (km)	Cum. Achieved Quantity (Q1–Q2)	Score (%)	Remarks
Routine Manual Maintenance (Paved)	368.9	243.5	66.0	The delayed release of funds affected the LBCs' performance.
Routine Manual Maintenance (Unpaved)	624.3	424.5	68.0	
Routine Mechanised Maintenance (Paved)	48.0	3.0	24.6	Emergency works affected the performance of planned maintenance works
Routine Mechanised Maintenance (Unpaved)	172.8	47.6	100.0	Very good performance
Overall Performance			64.7	Fair Performance

Source: Mbarara UNRA Station and Author's Compilation

**Annex C8: Performance of Contracts at Mbarara UNRA Station by 31st December 2024**

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework Contract for Mechanised Maintenance of Ntare–Mutoonto–Kacwangoobe (935.2 km) and Mwizi–Kikagati–Kafunjo (33.6 km)	100.0	99.0	99.0	<p>Contractor: NIPPON Limited Contract sum: US\$ 3,623,515,835 Commencement date: 14th December 2023 Completion date: 14th July 2025</p> <p>The scope of work involved grading and gravelling of the road, as well as drainage improvement. The cumulative physical progress achieved on the project was 99%. The total certified value of IPCs amounted to US\$ 3,621,469,111; however, no payments had been made by 31st December 2024.</p>
Framework Contract for Mechanised Maintenance of Mbarara–Ishaka (59.2 km) and Mbarara–Bwizibwera (20 km)	100.0	96.1	96.1	<p>Contractor: SANIX TECHNOLOGIES Limited. Contract sum: US\$ 2,536,309,190 Commencement date: 17th November 2023 Completion date: 17th November 2024</p> <p>The scope of work included grading, spot gravelling, and drainage improvement. As of 31st December 2024, the achieved cumulative physical progress of the project was 96.1%.</p>
Framework Contract for Mechanised Maintenance of Isingiro–Rugaaga–Ntantamukyi (951.2 km) and Ekitindo–Kasheshe (43.2 km)	100.0	99.0	99.0	<p>Contractor: NIPPON PARTS (U). Contract sum: US\$ 2,662,068,307 Commencement date: 6th June 2024 Completion date: 6th December 2024</p> <p>The scope of work was full-length grading, spot gravelling, and drainage improvement. The cumulative physical progress achieved on the project was 99%. The total certified value of IPCs amounted to US\$ 2,593,146,749; however, no payments had been made by 31st December 2024.</p>
Overall Performance			97.6	Very Good Performance

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



e) Mubende UNRA Station

Annex C9: Performance of Force Account at Mubende UNRA Station by 31st December 2024

Activity	Annual Target (km)	Cum. Achieved Quantity (Q1–Q2)	Score (%)	Remarks
Routine Manual Maintenance (paved)	261.8	214.7	82.0	The delay in the recruitment of LBCs affected the performance.
Routine Manual Maintenance (unpaved)	407.3	378.7	93.0	
Routine Mechanised Maintenance (paved)	186.3	35.0	100.0	Very good performance
Routine Mechanised Maintenance (unpaved)	396.6	281.7	100.0	Very good performance
Overall Performance			93.8	Very Good Performance

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

Annex C10: Performance of Contracts at Mubende UNRA Station by 31st December 2024

Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
Framework Contract for Mechanised Maintenance of Wakitundu–Bulera–Bukuya–Kayindiyindi road (68.07 km)	100.0	88.0	88.0	<p>Contractor: BCR General Limited Contract sum: US\$ 2,166,324,410 Commencement date: 10th January 2024 Completion date: 10th January 2025</p> <p>The scope of work involved grading and gravelling of the road, as well as drainage improvement. The cumulative physical progress achieved on the project was 88%. The total certified value of IPCs amounted to US\$ 1,198,702,770; however, no payments had been made by 31st December 2024. The delay in payment to the contractor has adversely affected the progress of works.</p>
Framework Contract for Mechanised Maintenance of Nkondo–Nalweyo road (30.14 km)	100.0	40.0	90.1	<p>Contractor: Ruwangananyama Engineering Services Limited. Contract sum: US\$ 2,326,666,638 Commencement date: 26th August 2024 Completion date: 26th April 2025</p> <p>The scope of work included grading, spot</p>



Contract	Annual Target (%)	Cum. Achieved (%)	Score (%)	Remarks
				gravelling, and drainage improvement. As of 31st December 2024, the achieved cumulative physical progress of the project was 40%. The total value of certified IPCs was USh 673,410,872; however, payments had not yet been made.
Framework Contract for Mechanised Maintenance of Myanzi–Kassanda–Bukuya–Kiboga road (61.66 km)	100.0	32.0	72.1	<p>Contractor: CGH Establishments Limited Contract sum: USh 2,171,567,667 Commencement date: 10th September 2024 Completion date: 10th June 2025</p> <p>The scope of work was full-length grading, spot gravelling, and drainage improvement. The cumulative physical progress achieved on the project was 32%. The total certified value of IPCs amounted to USh 740,873,502; however, no payments had been made by 31st December 2024.</p>
Overall Performance			83.4	Good Performance

Source: Mubende UNRA Station Progress Reports FY 2024/25



Soroti UNRA Station

Annex C11: Performance of Force Account at Soroti UNRA Station by 31st December 2024

Activity	Annual Target (km)	Semi-Annual Achievement (km)	Score (%)	Remarks
Routine Manual Maintenance (Paved)	133.0	133.0	100.02	Very good achievement but with arrear payments of US\$ 17,177,081
Routine Manual Maintenance (Unpaved)	808.7	808.7	100.00	
Routine Mechanised Maintenance (Paved)	16.0	6.8	49.28	The achievement was poor due to budget shortfalls
Routine Mechanised Maintenance (Unpaved)	457.4	88.6	33.93	The achievement was good but with arrears arising from budget shortfalls
Overall Performance			70.81	Good Performance

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

Annex C12: Performance of Contracts at Soroti UNRA Station by 31st December 2024

Contract Name	Annual Target (%)	Semi-annual Achievement (%)	Score (%)	Remarks
Framework Contract II: Brooks Corner–Serere–Bugondo (34 km) – Call off Order No.3	13.0	12.6	96.9	Contractor: M/s JB United Civil Engineering and Building Contractors Contract sum: US\$ 1,975,632,015 Commencement date: 8th December 2023 Completion date: 8th June 2024. The works were substantially completed on 30th May 2024
Framework Contract II: Kumi–Brooks Corner (46 km) – Call off Order No.3	4.0	3.7	92.5	Contractor: M/s Heaat General Engineers & Contractors Limited Contract sum: US\$ 1,449,451,763 Commencement date: 8th December 2023 Completion date: 8th June 2024. The works were substantially completed on 30th May 2024
Framework Contract II: Kumi – Brooks Corner (46 km) – Call off Order No.4	100.0	14.8	46.7	Contractor: M/s Heaat General Engineers & Contractors Limited Contract sum: US\$ 2,166,634,1153 Commencement date: 5th August 2023 Completion date: 5th January 2024. The works executed were at 14.8%, against a plan of 31.7%, hence the project was behind schedule but the contractor was on site.



Contract Name	Annual Target (%)	Semi-annual Achievement (%)	Score (%)	Remarks
Framework Contract III: Serere–Pingire (31 km), Pingere–Mugarama (5 km) Araapo–Mulondo (9 km) – Call off Order No.1 C6	100.0	20.0	51.8	Contractor: M/s Shajapa Technical Works Ltd Contract sum: USh 1,948,485,462 Commencement date: 22nd July 2024 Completion date: 22nd January 2025. The works executed were at 20%, against a plan of 38.6%. The contractor was not working due to cash flow constraints.
Framework Contract III: Amuria–Kuju–Obalanga–Alito (39km) – Call off Order No.1	100.0	22.0	51.9	Contractor: M/s Apomu International Ltd Contract sum: USh 2,483,584,781 Commencement date: 15th July 2024 Completion date: 15th January 2025. The works executed were at 20% against a plan of 38.6%. The contractor had halted work due to cash flow constraints
Framework Contract II: Soroti – Serere (27km) and Brooks Corner – Serere – Bugondo (34km) – Call off Order No.3	100.0	97.4	100.0	Contractor: M/s JB United Civil Engineering and Building Contractors Ltd Contract sum: USh 2,006,793,432 Commencement date: 16th September 2024 Completion date: 16th February 2025. The works executed were at 97.4%, against a plan of 82.0%.
Framework Contract II: Kumi–Agule Ferry Landing (16 km), Toroma–Kokorio Ferry Landing (12 km), Katakwi–Toroma (15 km) & Katakwi–Usuk (11 km), Ngariam–Adachal–Usuk (23 km) – Call Order No.6	100	16.5	42.1	Contractor: M/s Uganda-Martyrs Construction Co. Ltd Contract sum: USh 8,965,498,951 Commencement date: 8th December 2023 Completion date: 8th June 2024. The works executed were at 16.5%, against a plan of 39.2%. The works started late (13th May 2024) and were also behind schedule. The contractor did not work in August 2024 due to cash flow constraints.
Overall Performance			68.8	Fair Performance

Source: Soroti UNRA Station Progress Reports FY 2024/25



Districts

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

a) Buyende District

Annex D1: Performance of URF Road Maintenance at Buyende District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	78.00	0.00	0.0	No achievement was registered.
Routine Mechanised Maintenance (km)	28.50	0.00	0.0	No achievement was registered due to lack of equipment as the grader was under repair at Bugembe Mechanical Workshop. However, the works had started in Q3.
Overall Physical Performance			0.0	Poor Performance

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

Annex D2: Performance of the Maintenance Grant at Buyende District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	90.00	0.00	0.0	No achievement was registered.
Routine Mechanised Maintenance (km)	72.00	0.00	0.0	No achievement was registered due to lack of machinery as the grader was under repair at Bugembe Mechanical Workshop; however, the works started in Q3.
Bridges/Culverts (No)	32.00	0.00	0.0	
Overall Physical Performance			0.0	Poor Performance

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

b) Mubende District

Annex D3: Performance of URF Road Maintenance at Mubende District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance (km)	105.6	10.1	48.2	Performance was affected by inadequate road equipment and the late release of funds.
Routine Manual Maintenance (km)	105.6	0.0	0.0	The target was not achieved due to release shortfalls
Overall Physical Performance			48.2	Poor 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 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance (km)	273.5	28.5	21.1	Performance was affected by inadequate road equipment
Culverts (Lines)	74.0	74.0	100.0	Very good performance
Overall Physical Performance			60.6	Fair Performance

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

c) Terego District

Annex D5: Performance of URF Road Maintenance at Terego District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance	223.4	195.4	87.5	The achievement of the half-year target was good.
Overall Physical Performance			87.5	Good Performance

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


Annex D6: Performance of the Maintenance Grant at Terego District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance	34.00	10.50	61.76	The achievement of the target was fair
Periodic Maintenance	10.00	10.00	100.00	The achievement of the target was very good
Bridges/Culverts	1.00	0.00	0.00	No achievement was registered
Overall Physical Performance			53.9	Fair Performance

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

d) Wakiso District
Annex D7: Performance of URF Road Maintenance at Wakiso District by 31st June 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	0.3	0.0	0.0	
Routine Mechanised Maintenance (km)	175.3	0.0	0.0	
Routine Manual Maintenance (km)	427.2	0.0	0.0	
Performance Rating			0.0	Poor Performance

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

Annex D8: Performance of the Road Maintenance Grant at Wakiso District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	30.6	0.0	0.0	
Performance Rating			0.0	Poor Performance

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



e) Ngora District

Annex D9: Performance of URF Road Maintenance at Ngora District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Manual Maintenance (km)	100.00	8.00	8.0	Only 10 road gangs were deployed and paid
Routine Mechanised Maintenance (km)	19.10	0.00	0.0	No achievement was registered due to the breakdown of the district grader that was under repair
Periodic Maintenance (km)	0.50	0.00	0.0	
Overall Physical Performance			2.7	Poor Performance

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

Annex D10: Performance of the Maintenance Grant at Ngora District by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance	3.35	3.35	100.0	The target was achieved
Gravelling of 7 roads	33.55	0.00	0.0	Delayed procurement of the gravel supplier and breakdown of the district grader affected progress
Bridges/Culverts	32.00	0.00	0.0	Delayed procurement affected achievement of the target
Overall Physical Performance			33.3	Poor Performance

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



Cities

f) Hoima City

Annex D11: Performance of URF Road Maintenance at Hoima City by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance (km)	20.0	12.5	90.0	The performance was very good.
Routine Manual Maintenance (km)	72.2	48.6	67.3	The performance was very fair
Overall Physical Performance			78.7	Good Performance

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

Annex D12: Performance of the Road Maintenance Grant at Hoima City by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	33.4	20.2	76.8	Performance was affected by delayed release of funds and lack of key equipment like an excavator.
Culverts (Lines)	7.0	0.0	0.0	Achievement of this target was affected by delayed release of funds.
Overall Physical Performance			100.0	Very good performance

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

Municipal Councils

g) Mukono MC

Annex D13: Performance of URF Road Maintenance at Mukono MC by 31st December 2024

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Routine Mechanised Maintenance (km)	18.0	12.8	100	Very good performance
Routine Manual Maintenance (km)	48.0	24.0	50.0	Performance was affected by inadequate release
Overall Physical Performance			75.0	Good Performance

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

**Annex D14: Performance of the Maintenance Grant at Mukono MC by 31st December 2024**

Activity	Annual Target	Cum. Achieved Quantity	Score (%)	Remarks
Periodic Maintenance (km)	15.5	7.0	90.3	Very good performance
Culverts (Lines)	300.0	0.0	0.0	Poor performance
Overall Physical Performance			45.2	Poor Performance

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



CRIP

Annex E: Performance of the Community Roads Improvement Project (CRIP) on the DUCAR Network by 31st December 2024

S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
1	Kabyonga Parish – Kiruruma Parish Road (1.0 km), Iki Iki TC HQ – Lumi – Namirembe TC Road (4.1 km), Bukinomo – Bunyolo – Burweti – Kalapata (4.6 km), and Nanzara PS – Nabutende Swamp - Kasuleta Pete Pete Road (3.3 km); Total Length = 13 km. Contractor: M/s Firm Foundation International Ltd, Contract sum: USh 1,574,319,538. Period: 7 months from 27th Oct. 2023 to 26th May 2025; Revised to 26 April 2025	Budaka	100%	85.0%	85%	41.4%
2	Ouresili Village – Amuria Village – Okum Village Road (6.0 km) and Morujuwai – Komuriakere – Kachuru P/S Road (5.8 km) in Kachumbali County; Total Length=11.8 km. Contractor: M/s Akaaba Enterprises Ltd; Contract sum: USh 1,214,487,860. Period 8 months from 26th Sept.2023 to 25th May 2024; Revised to 26th Sept. 2024	Bukedea	100%	95.0%	95%	48.7%
3	Hamarwa – Kisamba – Kibingo (3.9 km), Kibingo – Karambi (1 km) and Kigaga ring road (3.8 km); Total Length =8.7km. Contractor: M/s Martz Contractors Ltd; Contract Sum: 844,075,240; Period 6 months from 22nd Jul. 2024 to 21st Jan. 2025.	Kanungu	100%	52.0%	52%	0.0%
4	Bumwena – Namoni Road (16km). Contractor: M/s Rukara Enterprises Ltd; Contract Sum: USh 1,795,421,094; Period 10 months from 23rd Oct. 2023 to 22nd Aug. 2024, Revised to 27 Feb. 2025	Mayuge	100%	65.0%	65%	15.3%
5	Sonde – Kiwanga TC – Lumuli Road with spurs to Buto Boundary and Kiwanga Rwanda through Akright Road (6.9 km) and Kawuga – Grammar Road (1.0 km; Total Length = 7.9 km. Contractor: M/s Buildbase Associates (U) Ltd; Contract Sum: USh 2,003,812,280; period: 8 months from 29th Aug.2023 to 29th Apr. 2024, revised to 7th Oct. 2024	Mukono	100%	100.0%	100%	62.7%
6	Habikyenzi – Keitankombe – Nyakahita – Mushunga – Minizi – Rweturwe – Kangorongoro – Hakyishenyi; With Accesses to Kaitankombe CoU, Nyakahita Catholic Church and Hakyishenyi P/S (10.2 km) and Kyocezo – Butambi Road (2.7 km); Total length = 12.9 km.	Rubanda	100%	100.0%	100%	15.5%



S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
	Contractor: M/s Greystone Investments Ltd; Contract sum: US\$ 1,966,020,420; Period: 8 months from 20th Nov. 2023 to 19th Jul. 2024					
7	Biti Road (1.7 km), Mubangizi Road (1.1 km) and Rutooma Road (3.2 km); Total Length = 6.0 km. Contractor: M/s Musana Nathan Services Ltd; contract sum: US\$ 581,989,452; period: 6 months from 18th Oct. 2023 to 17th Apr. 2024	Rwampara	100%	100.0%	100%	64.1%
8	Senda – Abari – Nagoke Road (9.0 km). Contractor: M/s Engineering Trade Links Co. Ltd; Contract sum: US\$ 591,289,115; Period 6 months from 2nd Jan. 2024 to 2nd July 2024.	Tororo	100%	96.0%	96%	28.0%
9	Abola – Olobai Road (3.285 km) and Morusinai – Ogelak Road (3.097 km); Total length = 6.4 km. Contractor: M/s Moha Construction Ltd; Contract sum: US\$ 1,018,801,309; period: 6 months from 28th Aug. 2024 to 27th Feb. 2025.	Serere	100%	65.0%	65%	0.0%
10	Adiri–Abulumogo–Agoga Road (6.29 km) and Ibuje Ginnery – Aluga Road (6.60 km). Contractor: M/s Bagowe Technical Services Ltd; contract sum: 928,040,500; period: 6 months from 23 Oct. 2024 to 22 Apr. 2025	Apac	100%	52.0%	52%	0.0%
11	Bugono–Bukubandula–Lumbuye Swamp Road (10.4 km) Contractor: M/s Paujose Investment Ltd; Contract sum: US\$ 981,280,213; period: 9 months starting 12 Jan. 2024 to 11 Oct. 2024, Revised to 12 Feb.2025	Iganga	100%	95.0%	95%	22.7%
12	Nabitende – Naibiri – Kazigo – Buwongo Road (9.6 km). Contractor: M/s Stanhope Cons. & General Merchandise Ltd; Contract sum: US\$ 1,919,228,464; period 10 months starting 31st Jan. 2024 to 1st Dec. 2024	Iganga	100%	95.0%	95%	1.3%
13	Kiringa–Nabinoni–Buwerempe (4.8km). Contractor: M/s EXDAV Technologies Ltd; Contract sum: US\$ 512,985,318; period 6 months from 4th June 2024 to 5th Dec. 2024	Iganga	100%	95.0%	95%	0.0%
14	Namasoga University – Iwawu – Ntinda – Namalemba–Kyemeile–Busu–Namasoga Trading Centre Road (9.6 km). Contractor: M/s Nasmaf General Contractors (U) Ltd; Contract sum: US\$ 752,368,058; period: 6 months from 12th Jan. 2024 to 11st Jul. 2024	Iganga	100%	95.0%	95%	17.1%



S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
15	Bbina Road (0.4 km), Bukasa Hill View Drive (Mulo Road) (0.8 km), Mpiima Road (0.4 km), Kayongo Road (0.4 km), Nkobeku Road (1.0 km), Margaret Grant Road (0.5 km), Black Street (0.8 km), Mbuya Zone I – Mbuya Zone II (0.3 km), and Mbuya Market Street (0.3) ; Total Length = 4.9 km. Contractor: M/s Jefflen Industrial Solutions Ltd; Contract sum: USh 752,130,820; period: 6 months from 16th Jan 2024 to 16th Jul. 2024	Kampala City	100%	95.0%	95%	22.2%
16	Kyamugonda–Kisoila–Kikuba–Kiwuuna Road (5.5 km). Contractor: M/s Wiyeda General Contractors Ltd; Contract sum: USh 465,769,600; period: 6 months from 25th Jan. 2024 to 25th July 2024	Kyegegwa	100%	78.0%	78%	5.3%
17	Rwakishakiizi – Kagasha Road in Nyakayojo Division (5.4 km). Contractor: M/s Tegeka Enterprises Ltd; Contract sum: USh 533,376,520; period 6 months from 1st Mar.2024 to 31st Aug. 2024	Mbarara City	100%	100.0%	100%	0.0%
18	Kamaje–Mirembe–Katete Road (3.1 km) and Kikuta – Kabahima Road (2.92 km) ; Total Length = 6.02 km. Contractor: M/s Nellca Services Ltd; Contract sum: USh 653,433,260; period 6 months from 28th Mar. 2024 to 28th Sept. 2024	Mityana	100%	99.0%	99%	0.0%
19	Mparo – Noozi – Butambi Road (8.2 km). Contractor: M/s Mita Engineering & Logistics Co. Ltd; Contract sum: USh 1,052,849,277; period: 6 months from 8th Jan. 2024 to 7th Jul. 2024, Revised to 7th Oct. 2024	Rukiga	100%	68.0%	68%	0.0%
20	Lagile – Bolo Road (9.412 km). Contractor: M/s BP Enterprises & Construction (U) Ltd; Contract sum: USh 774,813,665; Period: 6 months from 17th Jan. 2024 to 16th Jul. 2024	Pader	100%	98.0%	98%	18.4%
21	Ntura Road (5.1 km) and Kyetume Kalisizo – Sembabule Border Road (7.0 km); Total km = 12.1 km. Contractor: M/s Sanga Construction Ltd; Contract sum: USh 714,947,840; period 6 months from 25th May 2024 to 25th Sept. 2024	Lwengo	100%	61.0%	61%	0.0%
22	Budiba – Rwebisengo Road (7.8km). Contractor: M/s Earls Associates Ltd; Contract sum: USh 2,787,424,084; period 6 months from 29 Apr. 2024 to 29 Dec. 2024	Ntoroko	100%	93.0%	93%	0.0%



S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
23	Nabirye Getu – Buyumba Landing Site Road (5.1 km). Contractor: M/s Busidurah Contractors Ltd; Contract sum: USh 485,287,390; period 6 months from 29th Feb. 2024 to 28th Aug. 2024	Buyende	100%	100.0%	100%	5.1%
24	Railway – Amigo Junction – Maligulya Landing Site – Apoko – Engondha Farm Road (8.7 km), and Kagumba Seed School – Nabitale Zone Road (6.5 km); Total Length = 15.2 km. Contractor: M/s Jofah Associates Ltd; Contract sum: USh 1,292,117,881; period 7 months from 25 Mar. 2024 to 24 Oct. 2024	Kamuli	100%	55.0%	55%	5.8%
25	Bunabude – Gombe – Gabusola – Rushu Junction Road (3.7 km); and Mabagu – Masaka – Mamoro – Zema – Zeseleni Road (7.7 km); Total Length = 11.4 km. Contractor: M/s Wim Services Ltd; Contract sum: USh 1,483,107,186; period 8 months from 4th Mar. 2024 to 4th Nov. 2024	Bulambuli	100%	35.0%	35%	0.0%
26	Nadunget – Lokeriaut Road (5.5 km). Contractor: M/s Mwayi Investments Ltd; Contract sum: USh 881,560,890; period 6 months from 5th Jul. 2024 to 5th Jan. 2025	Moroto	100%	45.0%	45%	0.0%
27	Buyoboya – Bunaibamba – Nabanja Road – Kirerema III – Kavule – Kigalama HCII Road (8.5 km). Contractor: M/s Native Investments Ltd; Contract sum: USh 518,147,912; period 6 months from 12th June 2024 to 11th Dec. 2024	Namutumba	100%	92.0%	92%	0.0%
28	Mashaga–Bugata Road (6.9 km) and Bukalenzi–Ngayama Beach–Ngayama Zone Road (4.8 km); Total length = 11.7km. Contractor: M/s Mukaaki Investments Ltd; Contract sum: USh 1,211,927,260; period 7 months from 27th May. 2024 to 27th Dec. 2024	Mayuge	100%	100.0%	100%	0.0%
29	Buhara–Rwene Road (6.1 km). Contractor: M/s Springer Engineering Ltd; Contract sum: USh 618,975,140; period 6 months from 10th Jun. 2024 to 9th Dec. 2024	Kabale	100%	100.0%	100%	0.0%
30	Kyakiddu – Mbirizi Road (10.3 km) in Bukuya County. Contractor: M/s Rikim Construction Ltd; Contract sum: USh 558,042,886; period 6 months from 6th Mar. 2024 to 5th Sept. 2024	Kassanda	100%	46.1%	46%	0.0%
31	Nkyinga – Kalo–Kalungi – Sweswe Road (5.35 km). Contractor: M/s CEM Enterprises Ltd; Contract sum: USh 569,222,560; period: 6	Mubende	100%	100.0%	100%	0.0%



S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
	months from 16th May 2024 to 15th Nov. 2024					
32	Kkusu – Mukaka Road (5.24 km). Contractor: M/s Pharm Investments Ltd; Contract sum: US\$ 599,731,460; period: 6 months from 2nd May. 2024 to 1st Nov. 2024	Kalangala	100%	100.0%	100%	56.0%
33	Bukibokolo – Buseno Road (9.6km). Contractor: M/s Kams Contractors Ltd; Contract sum: US\$ 1,638,735,738; period 8 months from 6th June 2024 to 5th Feb. 2025	Bududa	100%	75.0%	75%	0.0%
34	Rwentulege – Katerete – Dwaniro Road (8.1 km). Contractor: M/s Atero Uganda Ltd; Contract sum: US\$ 603,916,920; period: 6 months from 17th Jun. 2024 to 16th Dec. 2024	Rakai	100%	100.0%	100%	0.0%
35	Lukomera–Buyuki Road (5.45 km). Contractor: M/s Kast Engineering Works Ltd; Contract sum: US\$ 580,613,808; period: 6 months from 2nd May 2024 to 2nd Nov. 2024	Luweero	100%	100.0%	100%	0.0%
36	Diika–Kibimbia–Kahara–Kapole–Kilwala Road (9.5 km) and Market one–Titi Farm Road in Bududa Resettlement (3.0 km); Total Length = 12. 5 km. Contractor: M/s Microna Holdings Ltd; Contract sum: US\$ 929,684,417; period: 6 months from 4th Apr. 2024 to 3rd Apr. 2024	Kiryandongo	100%	75%	75%	0.0%
37	Kulukulu – Ayiri – Central Road (11 km). Contractor: M/s Electec – Sol Technologies Ltd; Contract sum: US\$ 929,781,472; period:6 months from 4th Oct. 2024 to 3rd Apr. 2025	Adjumani	100%	25%	25%	0.0%
38	Onduparaka – Andelizua Road (8.1 km). Contractor: M/s Consytec Ltd; Contract sum: US\$ 596,205,384; period: 6 months from 5th Oct. 2024 to 4th Apr. 2025	Arua	100%	10%	10%	0.0%
39	Akatongore – Kyanga Road (8.0 km). Contractor: M/s Birime Construction Company (U) Ltd; Contract sum: US\$ 799,499,820; period: 6 months from 19th July 2024 to 18th Jan. 2024	Kiruhura	100%	90%	90%	0.0%
40	Rehabilitation of Katojjo – Kayanja Road (8 km). Contractor: M/s Rotana International Ltd; Contract sum: US\$ 1,487,870,260; period: 6 months from 14th July. 2024 to 14th Jan. 2025	Kasese	100%	83%	83%	0.0%
41	Kakuubo – Kitimba – Bukandaganyi – Access to Kalamba S/C Head Quarters Road (5.0 km). Contractor: M/s Akrik (U) Ltd; Contract sum: US\$ 346,117,600; period: 6 months from 6 Sept. 2024 to 6 Mar. 2025	Butambala	100%	75%	75%	0.0%



S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
42	Nkwale TC – Mamba Road (9.5 km). Contractor: M/s Graphic Mania Advertising Ltd; Contract sum: US\$ 517,179,132; period: 6 months from 22nd July 2024 to 21st Jan. 2025	Gomba	100%	100%	100%	0.0%
43	Kyogya – Kasaala Road (3.51 km) and Kasaalu II – Kirundu Road (2.6 km); Total length = 6.11 km. Contractor: M/s Kabba (U) Ltd; Contract sum: US\$ 556,346,400; period: 6 months from 2nd July 2024 to 2nd Jan. 2025.	Ssembabule	100%	100%	100%	0.0%
44	Mitete – Kalibubbu TC (4.5km). Contractor: M/s Damaki Group of Co. Ltd; Contract sum: US\$ 323,587,388; period: 6 months from 17th Jun. 2024 to 16th Dec. 2024	Ssembabule	100%	100%	100%	0.0%
45	Bujaja – Kihengamo – Mpasaana Road (8.4 km). Contractor: M/s Victoria Enviros Consults Ltd; Contract sum: US\$ 623,083,660; period: 6 months from 1st June 2024 to 30th Nov. 2025	Kakumiro	100%	100%	100%	0.0%
46	Kelapota – Narukeng Road (8.0 km). Contractor: M/s Link Investments Ltd; Contract sum: US\$ 1,051,895,660; period: 6 months from 16th Sept. 2024 to 16th Mar. 2025	Kaabong	100%	60%	60%	0.0%
47	Amula T/C – Aminyang – Aleke Iye Road (3.3 km) and Atodi – Bung B Road (1.77km) ; Total km = 5.07 km. Contractor: M/s Megius (U) Ltd; Contract sum: US\$ 377,397,276; period: 6 months from 25th July 2024 to 25th Jan. 2025	Lira	100%	100%	100%	0.0%
48	Akwach – Alango Road (6.63 km). Contractor: M/s Brottos (U) Ltd; Contract sum: US\$ 589,254,830; period: 6 months from 15th July 2024 to 15th Jan. 2025.	Otuke	100%	100%	100%	0.0%
49	Butangasi – Sifuyo – Bujwanga – Mbaale – Magale – Bumukai – Muhamosi – Busiabala Road (12.8 km). Contractor: M/s Bresun Enterprises Ltd; Contract sum: US\$ 916,169,700; period: 8 months from 23rd Aug. 2024 to 22nd Apr. 2025	Busia	100%	95%	95%	0.0%
50	Kawongo Road (1.4 km), Lukoni – Perusi Road (5.6 km), and Wesunire Catholic Church – Nambula Road (3.6 km); Total Length = 10.6 km. Contractor: M/s Bensa Investments Ltd; Contract sum: US\$ 898,556,548; period: 7 months from 29 Sept. 2024 to 27 Apr. 2025.	Buyende	100%	16.70%	17%	0.0%
51	Kitinda – Ruhorobero – Nyakashoga – Rwakaberengye – Rugarama Road (10.8 km) Contractor: M/s Apomu International Ltd;	Sheema	100%	82%	82%	0.0%



S/N	Project Name and Contract Details	Location	Planned Physical Progress	Actual Physical Progress	Performance	Financial Progress
	Contract sum: US\$ 905,679,500; period: 6 months from 4th July 2024 to 3rd Jan. 2025					
52	Itendero – Mbagwa – Ngoma road (8 km). Contractor: M/s Powerland International Ltd; Contract sum: US\$ 688,173,640; period: 6 months from 20th Sept. 2024 to 19th Mar. 2025	Sheema	100%	96%	96%	0.0%
53	Kyesamire – Kyakajuiga – Kyakazana – Busoiya Road (4.6 km). Contractor: M/s Northrhode Consults Ltd; Contract sum: US\$ 502,905,144; period: 6 months from 5th Sept. 2024 to 4th Mar. 2025	Kagadi	100%	68%	68%	0.0%
54	Kafunjo – Katwekamwe Road (1.6 km), Kanyanga – Ntunkura Road (1.4 km), Keitumura Road (0.9km) and Ndorero – Rehabilitation of Nshure Road (1.1 km) ; Total km = 5.0 km. Contractor: M/s SBR General Supply & Construction Ltd; Contract sum: US\$ 688,512,300; period: 6 months from 7th Jun. 2024 to 6th Dec. 2024	Rukungiri	100%	98%	98%	0.0%
55	Okuku – Owalei Road (2.088 km), Mbale – Ogoli – Abuku Road (2.580 km), and Okuyo – Sead Secondary School – Alaki Junction (0.947 km) Total length = 5.615km. Contractor: M/s Design & Build Partners Ltd; Contract sum: US\$ 745,866,200; period: 6 months from 10th July 2024 to 9th Jan. 2025	Soroti	100%	94%	94%	0.0%
56	Nyamiko – Kiyaga – Nyamizi – Kigoma – Nyamiko Road (6.3 km), Karondo – Igambiro Road (1.0 km), and Buharambo – Rushozi Village Road (1.4 km) with Access Road at Buharambo (0.56 km); Total Length = 9.26 km. Contractor: M/s Clean Experts Ltd; Contract sum: US\$ 648,027,947; period: 8 months from 5th Oct. 2024 to 4th June 2025	Bushenyi	100%	5%	5%	0.0%

Source: CRIP project Progress Reports FY 2023/24 and Authors' Compilation





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