MINISTRY OF WORKS AND TRANSPORT

14TH JOINT TRANSPORT SECTOR REVIEW
WORKSHOP PRESENTATIONS

September 27th – 28th 2018, Speke Resort, Munyonyo

Theme: Development of a Multimodal Transport to Accelerate Inclusive Growth
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## PROGRAM FOR THE 14TH JOINT TRANSPORT SECTOR REVIEW WORKSHOP, 2018

Theme – “Development of Multi-modal Transport to Accelerate Inclusive Growth”

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<td><strong>SESSION 1</strong></td>
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<tr>
<td>08:30 – 09:00</td>
<td>Registration of Participants</td>
<td>Secretariat</td>
<td>Hon. MoWT</td>
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<tr>
<td>09:00 – 09:10</td>
<td>Welcome Remarks</td>
<td>Permanent Secretary</td>
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<tr>
<td>09:10 – 10:30</td>
<td>Development Partners’ Statement</td>
<td>Rep. of Development. Partners</td>
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<tr>
<td>10:30 – 10:40</td>
<td>Remarks by Hon. MoWT</td>
<td>Hon. MoWT</td>
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<tr>
<td>10:40 – 11:00</td>
<td>Opening Remarks</td>
<td>Rt. Hon. Prime Minister</td>
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<tr>
<td><strong>11:00 – 11:30</strong></td>
<td><strong>Group Photo &amp; Break Tea</strong></td>
<td>Hotel</td>
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<tr>
<td><strong>SESSION 2</strong></td>
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<tr>
<td>11:30 – 12:00</td>
<td>Progress on the 13th JTSR Action Plan Matrix</td>
<td>Ag. CPP</td>
<td>Hon. MoSWT (W)</td>
</tr>
<tr>
<td>12:00 – 01:00</td>
<td>Annual Sector Performance Report for FY 2017/18</td>
<td>DEW/EIC</td>
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<tr>
<td><strong>01:00 – 02:00</strong></td>
<td><strong>Lunch break</strong></td>
<td>Hotel</td>
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<tr>
<td><strong>SESSION 3</strong></td>
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<tr>
<td>02:00 – 05:00</td>
<td>Panel Discussion</td>
<td>PS, Directors, ED UNRA, ED/URF, MD CAA, MD URC, ED KCCA</td>
<td>Hon. MoSWT (T)</td>
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<td>05:00 – 5:30</td>
<td>Closure and Evening Tea</td>
<td>All</td>
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<td>Time</td>
<td>Activity</td>
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<tr>
<td>08:30 – 09:00</td>
<td>Registration of Participants</td>
<td>Secretariat</td>
<td>Hon. MoWT</td>
</tr>
<tr>
<td>09:00 – 09:30</td>
<td>Wrap up of Panel Discussion</td>
<td>PS, Directors, ED UNRA, ED /URF, MD CAA, MD URC, ED KCCA</td>
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<tr>
<td>09:30 – 10:00</td>
<td>Opening the Exhibition</td>
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<td>Hon. MoWT</td>
</tr>
<tr>
<td>10:00 – 10:30</td>
<td>Roads Sub-sector Annual Monitoring Report FY 2017/18</td>
<td>BMAU/MoFPED</td>
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<tr>
<td>10:30 – 11:00</td>
<td>Joint Monitoring Report</td>
<td>AC/PA</td>
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<tr>
<td>11:00 – 11:30</td>
<td>Tea Break</td>
<td>Hotel</td>
<td>Hon. MoSWT (W)</td>
</tr>
<tr>
<td>11:30 – 12:00</td>
<td>Plenary Discussion</td>
<td>All</td>
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<tr>
<td>12:00 – 12:30</td>
<td>Civil Society Statement</td>
<td>Chairperson CISCOT</td>
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<tr>
<td>12:30 – 01:00</td>
<td>Statement from Local Governments</td>
<td>Dean of CAOs</td>
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<tr>
<td>01:00 – 02:00</td>
<td>Lunch break</td>
<td>Hotel</td>
<td>Hon. MoSWT (T)</td>
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<tr>
<td>02:00 – 02:30</td>
<td>Plenary Discussion</td>
<td>All</td>
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<tr>
<td>02:30 – 03:00</td>
<td>Wrap up and Way forward</td>
<td>PS/MoWT</td>
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<tr>
<td>03:00 – 03:30</td>
<td>Closing Remarks</td>
<td>Hon. MoWT</td>
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<tr>
<td>03:30 – 05:00</td>
<td>Exhibition</td>
<td>PCO</td>
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<tr>
<td>05:00 – 07:00</td>
<td>Cocktail</td>
<td>Hotel/Secretariat</td>
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### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AC/PA</td>
<td>Assistant commissioner / Policy Analysis</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>CISCOT</td>
<td>Coalition of Civil Society Organizations in Transport</td>
</tr>
<tr>
<td>CPP</td>
<td>Commissioner Policy and Planning</td>
</tr>
<tr>
<td>DEW/EIC</td>
<td>Director of Engineering and Works/Engineer in Chief</td>
</tr>
<tr>
<td>DoT</td>
<td>Director of Transport</td>
</tr>
<tr>
<td>ED/KCCA</td>
<td>Executive Director Kampala Capital City Authority</td>
</tr>
<tr>
<td>ED/UNRA</td>
<td>Executive Director Uganda National Road Authority</td>
</tr>
<tr>
<td>ED/URF</td>
<td>Executive Director Uganda Road Fund</td>
</tr>
<tr>
<td>Hon MoSWT (T)</td>
<td>Hon. Minister of State for Works &amp; Transport (Transport)</td>
</tr>
<tr>
<td>Hon. MoSWT (W)</td>
<td>Hon. Minister of State for Works &amp; Transport (Works)</td>
</tr>
<tr>
<td>Hon. MoWT</td>
<td>Hon. Minister of Works &amp; Transport</td>
</tr>
<tr>
<td>MD/CAA</td>
<td>Managing Director Civil Aviation Authority</td>
</tr>
<tr>
<td>MD/URC</td>
<td>Managing Director Uganda Railways Corporation</td>
</tr>
<tr>
<td>PCO</td>
<td>Principal Communication Officer</td>
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<tr>
<td>PS</td>
<td>Permanent Secretary</td>
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### PROGRESS ON THE AGREED ACTIONS IN THE 13th JOINT TRANSPORT SECTOR REVIEW ACTION PLAN MATRIX

#### Section A: Policy and Legislation

<table>
<thead>
<tr>
<th>Code</th>
<th>Issue</th>
<th>Action</th>
<th>Deadline</th>
<th>Progress</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>Inadequate Sector financing for road maintenance.</td>
<td>i. Prepare a Strategy Paper to engage MoFPED to gradually increase the budget for road maintenance in the short to the medium term.</td>
<td>March 2018</td>
<td>A Strategy Paper on gradual increase of road maintenance budget was prepared and submitted to the Hon. Minister of Finance, Planning and Economic Development and a series of follow-up meetings were held between URF, MoFPED, and MoWT. The Road maintenance budget for FY 2018/19 was subsequently increased by UGX 125 bn from UGX 417.5bn in FY 2017/18 to UGX 542.5bn in FY 2018/19 (30% increment).</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Increase the share of the road maintenance budget within the available Sector resources from 18% to 24% of the total GoU Sector budget.</td>
<td>Dec. 2017</td>
<td>This was not achieved through Vote reallocation because the commitments across the Votes far exceeded the allocated budget for FY 2018/19. However, the URF budget for FY 2018/19 was increased by 30%. Road maintenance budget now stands at 20% of the total Sector GoU budget for FY 2018/19 excluding external financing (UGX 2,726.684)</td>
<td>Partially Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Undertake an assessment of the operation and maintenance costs of road equipment in LGs to determine the budget requirement.</td>
<td>June 2018</td>
<td>The assessment was done; the annual budget requirement for maintenance is UGX 21.376bn. While the fuel cost is UGX 40.897bn. In FY 2018/19, the budget earmarked for maintenance costs is UGX 16bn and fuel is budgeted for from the road maintenance funds allocated by URF to Local Governments.</td>
<td>Not Achieved</td>
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<tr>
<td>MoWT</td>
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</table>

Note: UGX stands for Uganda Shilling.
### PROGRESS ON THE AGREED ACTIONS IN THE 13th JOINT TRANSPORT SECTOR REVIEW ACTION PLAN MATRIX

#### Section A: Policy and Legislation

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<th>Code</th>
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<td>Achieved</td>
<td>URF</td>
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<td></td>
<td>ii. Increase the share of the road maintenance budget within the available Sector resources from 18% to 24% of the total GoU Sector budget.</td>
<td>Dec. 2017</td>
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<td>Not Achieved</td>
<td>MoWT</td>
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<td>iii. Undertake an assessment of the operation and maintenance costs of road equipment in LGs to determine the budget requirement</td>
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<td>Achieved</td>
<td>MoWT</td>
</tr>
<tr>
<td>Code</td>
<td>Issue</td>
<td>Action</td>
<td>Deadline</td>
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<td>P2</td>
<td>Delayed finalization of Policy and Legislative actions in the Sector.</td>
<td>i. Finalize and submit to Cabinet the Roads Bill 2017</td>
<td>March 2018</td>
<td>The Roads Bill, 2018 was approved by Cabinet in March 2018. The Bill was cleared and issued with a Certificate of Financial Implications by MoFPED. The Bill is already printed and gazetted before Parliament and awaits tabling which is expected not later than the end of first week of October, 2018.</td>
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<td>ii. Draft report for the National Transport Policy and Strategy, 2018 prepared</td>
<td>June 2018</td>
<td>The draft final report was prepared and submitted to the Contract Management Team (CMT) in August 2018. The report was discussed by the CMT on the 5th – 7th September 2018.</td>
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<td>iii. Conduct group training to build the capacity of Staff in area of policy development</td>
<td>June 2018</td>
<td>The first group training on Policy development was conducted in October 2017. Twenty (20) staff were trained at Uganda Management Institute with support from African Development Bank (ADB). The second group training is planned for quarter 2 of FY 2018/19.</td>
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<tr>
<td>P3</td>
<td>Noncompliance to environmental and Social safeguards standards</td>
<td>i. Prepare quarterly compliance reports on Environment and Social Safeguards and present them to the SWG meeting</td>
<td>June 2018</td>
<td>The Sector report for FY 2017/18 on Environment and Social Safeguards was prepared. The report is ready for presentation to the SWG meeting.</td>
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<tr>
<td>Code</td>
<td>Issue</td>
<td>Action</td>
<td>Deadline</td>
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<tr>
<td>P4</td>
<td>Continued destruction of roads by Utility Companies while installing their facilities.</td>
<td>i. Report to the SWG on the functionality of Utility Committees in Urban Councils to curb destruction of roads by Utility Companies.</td>
<td>June 2018</td>
<td>The Ministry has tools for integrating Environment and Social Safe Guards in the plans, projects, programmes and budgets. There are no Utility Committees in Urban Councils there Physical Planning Committees. The report on the functionality of Physical Planning Committees was prepared but not yet presented to the SWG meeting.</td>
<td>MoWT</td>
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<td></td>
<td>ii. Implement UNRA General Regulations, 2017 (Road management and usage) and report performance / progress to the SWG.</td>
<td></td>
<td>June 2018</td>
<td>UNRA General Regulations were gazzetted on 31 August 2017, became effective on January 01, 2018 and are being implemented. A report on the performance/progress is ready but not yet presented to the SWG meeting.</td>
<td>UNRA</td>
<td></td>
</tr>
<tr>
<td>P5</td>
<td>Disjointed multimodal transport planning</td>
<td>Conduct a mid-term review of the National Transport Master Plan including the Master Transport Plan for Grater Kampala Metropolitan Area. (NTMP/GKMA) 2008 – 2023 and prepare an action plan to implement its recommendations</td>
<td>June 2018</td>
<td>The mid-term review of the NTMP/GKMA commenced on January 29, 2018 with support from the European Union. The study has been completed and based on the findings, the Sector has agreed to prepare a second NTMP/GKMA 2020 – 2040.</td>
<td>MoWT</td>
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</table>
### Section B: Road Transport Sub-Sector

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<th>Deadline</th>
<th>Progress</th>
<th>Rating</th>
<th>Resp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>Delayed land acquisition</td>
<td>i. Allocate adequate budget for land compensation to projects</td>
<td>Dec. 2017</td>
<td>This was not done because there was no increment in the GoU development budget for FY 2018/19 (except funds for the revival of the National Airline under Vote 016). However, in order to optimize the available budget and overcome land acquisition delays in project implementation, in the budget for FY 2018/19 MoFPED created a single project code for land acquisition under UNRA. This provides flexibility to allocate funds to fast moving projects ready for land acquisition.</td>
<td>MoWT</td>
<td></td>
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<td></td>
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<td>ii. Report to SWG measures taken by the Sector to acquire the Right of Way for FY 2017/18 to avoid delays in project implementation.</td>
<td>June 2018</td>
<td>No report was presented to the Sector Working Group meeting. However, effective FY 2018/19 MoFPED created a single project code to create flexibility and speed up land acquisition in UNRA. Under Standard Gauge Railway, the budget required to secure the entire Right of Way is beyond the current budget allocation. This was brought to the attention of the MoFPED.</td>
<td>UNRA</td>
<td>SGR</td>
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<td>PCU</td>
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<tr>
<td>R2</td>
<td>Poor road safety</td>
<td>i. Seven (7) Vehicle Inspection Stations established and operational</td>
<td>June 2018</td>
<td>Seven (7) vehicle inspection stations were completed and are operational.</td>
<td>MoWT</td>
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<td>ii. Present a paper on Road Safety resource requirements to the SWG</td>
<td>March 2018</td>
<td>The paper was presented to the SWG meeting of January 31, 2018 and subsequently submitted to MoFPED for consideration.</td>
<td>MoWT</td>
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<td>iii. Finalize and disseminate road design guidelines for implementation of the Non-Motorized Transport</td>
<td>June 2018</td>
<td>The road design guidelines were not finalized. The procurement of a Consultant to undertake the assignment was not concluded. The was re-advertised in September 2018. In the meantime, the Ministry is using the</td>
<td>MoWT</td>
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### Section B: Road Transport Sub-Sector

#### MDA

- **i.** The MoWT Budget for FY 2018/19 (except funds for land compensation) for GoU development projects was not increased because there was no increment in the GoU development budget for FY 2018/19. This was not done because there was no increment in the MoWT budget for land compensation to overcome land acquisition delays in project implementation, in the budget for FY 2018/19.

  - The MoFPED created a single project code for land acquisition under moving projects ready for land acquisition.

- **ii.** No report was presented to the Sector Working Group meeting.

- **iii.** The road design guidelines were not finalized. The procurement of a Consultant to undertake the assignment was re-advertised in September 2018.

- **iv.** The Road Crash Database is not yet operational. Procurement of a Consultant to undertake the assignment is at Technical Evaluation Stage; the contract will be signed before the end of October 2018.

### R3 Weak axle load control

- **i.** Fully domesticate the EAC Vehicle Load Control Act under the Roads Bill.
  - There is a complete section on vehicle load control in the Roads Bill, 2018 which is in line with the EAC Vehicle Load Control Act.
  - Once the Road Bill, 2018 is enacted, the Ministry will proceed with full domestication (implementation of the EAC Vehicle Control Act).

- **ii.** Increasing the mobile weighbridges from four (4) to ten (10) in FY 2017/18.
  - The contracts for the procurement of six (6) sets of mobile weighbridges were signed in August, 2018 and the actual delivery and installation of the weighbridges is expected by April 2019.

- **iii.** Implement UNRA Vehicle Load Control Regulations and report performance / progress to the SWG.
  - The UNRA Vehicle Load Control Regulations were gazetted on 31 August 2017 and became effective on January 01, 2018. A report on performance / progress has not been made to the SWG meeting.

### R4 Weak National Construction Industry Capacity

- **i.** Finalize and submit the Uganda Construction Industry Commission (UCICO) Bill to Cabinet.
  - The UCICO Bill was not submitted to Cabinet. MoFPED did not issue the certificate of financial implications because of the decision by Cabinet to freeze creation of Agencies/Authorities.
  - Additionally, the Public Finance Management Act, 2015 as amended does not allow establishment of a Construction Guarantee Fund under a separate Statutory Instrument.

- **ii.** Produce and accredit the road Contractors’ Register and have it operational by September 30, 2018.
  - The Contractors’ Register has not yet been finalized. The assignment is still ongoing and the Electronic Register is expected at the end of September, 2018.

- **iii.** Present a performance report.
  - A detailed performance report is ready but not yet presented to the Sector Working Group meeting.
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<tr>
<th>Code</th>
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<th>Resp.</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>report on the implementation of the Reservation Scheme for Local Contractors and Consultants for FY 2017/18 to the SWG meeting</td>
<td>2018</td>
<td>presented to the SWG meeting. Contracts awarded to local providers accounted for UGX 874 billion (24%) of the value (UGX 3,711bn) of all the contracts signed. This included reservation by threshold and sub-contracting.</td>
<td></td>
<td>MDA</td>
</tr>
<tr>
<td>R5</td>
<td>Increased Traffic congestion in the city</td>
<td>i. Commence implementation of the NMT Pilot corridor in KCCA along Namirembe Road – Luwum Street. Starting with the section on Luwum Street.</td>
<td>June 2018</td>
<td>Civil works for the construction of the NMT Pilot corridor commenced.</td>
<td></td>
<td>KCCA</td>
</tr>
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<td></td>
<td>ii. Commence implementation of the short term measures to address traffic congestion in the City and report performance/progress to the SWG.</td>
<td>March 2018</td>
<td>KCCA undertook junction improvement (4 junctions) funded by JICA; Lugogo By-pass, Wampewo Avenue, Katikati Junction and Nagulu drop on Lugogo By-pass to address traffic congestion. The performance/progress report is ready for presentation to the SWG meeting.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td>R6</td>
<td>Failure to attract and retain road equipment Operators and Mechanics</td>
<td>i. Present a paper on proposals to attract and retain road equipment Operators and Mechanics to the SWG meeting.</td>
<td>March 2018</td>
<td>The paper is ready for presentation to the SWG meeting.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
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<td></td>
<td>ii. Support continuous training for road equipment Operators and Mechanics</td>
<td>June 2018</td>
<td>Training was conducted to operators on the new equipment imported from Japan at a regional level (Luwero, Gulu, Jinja and Mbarara). Continuous training was budgeted for in FY 2018/19 and will be undertaken quarterly. The training for Central region is planned for October 2018.</td>
<td></td>
<td>MoWT</td>
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### Section C: Railway Transport Sub-Sector

<table>
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<tr>
<th>Code</th>
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<th>Rating</th>
<th>Resp. MDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>RL1</td>
<td>Fast track implementation of the Standard Gauge Railway (SGR) Project.</td>
<td>i. Sign the financing agreement of the Standard Gauge Railway (SGR) project.</td>
<td>June 2018</td>
<td>The financing agreement for the SGR was not signed. However, negotiations to sign the financing agreement are in advanced stages.</td>
<td></td>
<td>SGRPCU</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. 63.9% of the Right of Way for the Eastern Route acquired by the end of FY 2017/18.</td>
<td>June 2018</td>
<td>63.9% of the Right of Way (RoW) for the Eastern Route was not acquired. 967.937 acres out of 4,216.1 acres was acquired which represents 23%. However, RoW was set out for the entire route and 92% of assessment completed. A total of 2,895 Project Affected Persons (PAPs) out of 10,207 assessed were compensated. The process to acquire the RoW continues.</td>
<td></td>
<td>SGRPCU</td>
</tr>
<tr>
<td>RL2</td>
<td>Sustainable management of the existing meter gauge railway and railway operations.</td>
<td>i. Finalize the implementation of the Resettlement Action Plan for the rehabilitation of the Tororo – Gulu Railway line.</td>
<td>Sept. 2018</td>
<td>Implementation of the Resettlement Action Plan has not yet been finalized. The Resettlement Action Plan (RAP) report was finalized and awaits approval from the Chief Government Valuer (CGV).</td>
<td></td>
<td>MoWT and URC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Sign the works and supervision contracts for the rehabilitation of the Tororo – Gulu Railway line</td>
<td>September 2018</td>
<td>The works and supervision contracts are not yet signed. Awarding of the contracts is slated for October 2018. The signing of the supervision contract will be November 2018 and for works contract will be in December 2018.</td>
<td></td>
<td>MoWT and URC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Commence of institutional capacity building programmes for URC</td>
<td>June 2018</td>
<td>The institutional capacity building programmes for URC have not yet commenced. The project concept note for Capacity Building of</td>
<td></td>
<td>URC</td>
</tr>
</tbody>
</table>
Section D: Air Transport Sub-Sector

<table>
<thead>
<tr>
<th>Code</th>
<th>Issue</th>
<th>Action</th>
<th>Deadline</th>
<th>Progress</th>
<th>Rating</th>
<th>Resp. MDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Revival of the National Carrier</td>
<td>Finalize the Business Plan to revive the National Carrier</td>
<td>March 2018</td>
<td>The Business Plan was finalized and approved by Cabinet in December 2017.</td>
<td>Green</td>
<td>MoWT</td>
</tr>
<tr>
<td>A2</td>
<td>Weak financial management and reporting at the CAA.</td>
<td>Upgrade the current accounting system to integrate the e-procurement and budgeting systems</td>
<td>June 2018</td>
<td>The current accounting system has not yet been upgraded. However, resources to upgrade of the system have been earmarked by CAA.</td>
<td>Red</td>
<td>CAA</td>
</tr>
<tr>
<td>A3</td>
<td>The legal status of Soroti Flying School is not clear.</td>
<td>Conclude and present to Cabinet the Cabinet Memo (CM) on streamlining the legal status of the EACAA</td>
<td>June 2018</td>
<td>The CM was not concluded and presented to Cabinet. The draft CM was prepared, discussed and agreed upon by the Ministry Top Leadership. Input was received from the Ministry of East African Community affairs and CM was submitted to Cabinet Secretariat in September 2018.</td>
<td>Red</td>
<td>MoWT</td>
</tr>
</tbody>
</table>
### Section E: Inland Water Transport Sub-Sector

<table>
<thead>
<tr>
<th>Code</th>
<th>Issue</th>
<th>Action</th>
<th>Deadline</th>
<th>Progress</th>
<th>Rating</th>
<th>Resp.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IWT 1</td>
<td>Outdated legislation for Inland Water Transport</td>
<td>i. Finalize the Inland Water Transport Bill.</td>
<td>June 2018</td>
<td>Inland Water Transport Bill was not finalized.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Assent to the eight (8) International Maritime Organization Conventions</td>
<td>March 2018</td>
<td>The International Maritime Organization Conventions were assented to and the Instruments of ratification were submitted to the International Maritime Organization</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td>IWT 3</td>
<td>Refurbishment of water transport infrastructure and services within the islands on Lake Victoria and the Mainland</td>
<td>Conclude the following studies:</td>
<td>August 2018</td>
<td>Final Scoping Report and Environment Impact Assessment were prepared.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>i. Environmental and Social Impact Assessment for the proposed re-modeling and expansion of Port Bell and Jinja Pier</td>
<td></td>
<td>The study was stayed because of inadequate funding.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Feasibility study and detailed design for the rehabilitation and upgrading of the access roads to Port Bell and Jinja Pier</td>
<td></td>
<td></td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td>IWT 4</td>
<td>Development of New Kampala Port-Bukasa</td>
<td>i. Finalize the Resettlement Action Plan study</td>
<td>March 2018</td>
<td>The Resettlement Action Plan study was completed and submitted to the Chief Government Valuer for approval.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Prepare Master Plan for May Bukasa Port</td>
<td>2018</td>
<td>The master plan was completed in April 2018.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td>Code</td>
<td>Issue</td>
<td>Action</td>
<td>Deadline</td>
<td>Progress</td>
<td>Rating</td>
<td>Resp.</td>
</tr>
<tr>
<td>------</td>
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<td>-------</td>
</tr>
<tr>
<td>IWT 5</td>
<td>Increased accidents on water bodies</td>
<td>i. Undertake quarterly supervision and inspection of the safety of Inland Water Transport Services and report to the SWG.</td>
<td>June 2018</td>
<td>Flag State inspections continuously on-going and reports prepared</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Increase Search and Rescue facilities and services on the water bodies.</td>
<td>June 2018</td>
<td>Search and Rescue facilities and services have not yet been increased on the water bodies. However, support to increase them is provided under the Multinational Lake Victoria Communication and Transport Project financed by the African Development Bank which was launched in May 2018. MoU was not signed.</td>
<td></td>
<td>MoWT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. Sign the MoU between the Ministry and Busitema University to provide basic level maritime training</td>
<td>June 2018</td>
<td>The MoU was cleared by Ministry Top Management Team and awaits allocation of resources for implementation. Support is expected under the Lake Victoria Transport Program under appraisal by the World Bank.</td>
<td></td>
<td>MoWT</td>
</tr>
</tbody>
</table>
**Summary of Performance**

<table>
<thead>
<tr>
<th>Thematic Area</th>
<th>Number of Actions</th>
<th>Achieved</th>
<th>Partially Achieved</th>
<th>Not Achieved</th>
<th>Percentage (%) Achieved</th>
<th>Partially Achieved</th>
<th>Not Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and Legislation</td>
<td>12</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>58.3</td>
<td>25.0</td>
<td>16.7</td>
</tr>
<tr>
<td>Road Transport</td>
<td>16</td>
<td>5</td>
<td>4</td>
<td>7</td>
<td>31.2</td>
<td>25.0</td>
<td>43.8</td>
</tr>
<tr>
<td>Railway Transport</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>14.3</td>
<td>28.6</td>
<td>57.1</td>
</tr>
<tr>
<td>Air Transport</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>33.3</td>
<td>-</td>
<td>66.7</td>
</tr>
<tr>
<td>Inland Water Transport</td>
<td>9</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>44.4</td>
<td>11.1</td>
<td>44.5</td>
</tr>
<tr>
<td>Code</td>
<td>Issue</td>
<td>Action</td>
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</table>

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<th>Not Achieved</th>
<th>Percentage (%)</th>
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<td>2</td>
<td>58.3</td>
</tr>
<tr>
<td>Road Transport</td>
<td>16</td>
<td>5</td>
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<td>7</td>
<td>31.2</td>
</tr>
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</tr>
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<td>33.3</td>
</tr>
<tr>
<td>Inland Water Transport</td>
<td>9</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>33.3</td>
</tr>
</tbody>
</table>

**PRESENTATION OUTLINE**

1. Introduction
2. Financial Performance for FY 2017/18
3. OPM assessment of Sector Performance for FY 2017/18
4. Sector Performance against Golden Indicators
5. Physical Performance
6. Implementation Challenges/ Constraints
7. Conclusion
1.0 INTRODUCTION

- **The Sector is composed** of MoWT, UNRA, URF, CAA, URC and KCCA
- **Mandate**
  i. Plan, develop and maintain an economic, efficient & effective transport infrastructure;
  ii. Plan, develop and maintain economic, efficient and effective transport services by road, rail, water, and air;
  iii. Manage public works including Government Structures; and
  iv. Promote good standards in the Construction Industry.

- **Sector Strategic Objectives in the NDP2**
  i. Develop adequate, reliable and efficient multimodal transport network in the Country;
  ii. Improve the human resource and institutional capacity of the Sector to efficiently execute the planned interventions;
  iii. Improve the National Construction Industry; and
  iv. Increase the safety of transport services and infrastructure.

2.0 FINANCIAL PERFORMANCE FOR FY 2017/18

<table>
<thead>
<tr>
<th></th>
<th>FY 2016/17</th>
<th>FY 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Approved Budget</td>
<td>3,455.36</td>
<td>4,782.01</td>
</tr>
<tr>
<td>Overall Budget Release</td>
<td>3,091.88</td>
<td>4,260.77</td>
</tr>
<tr>
<td>% of Budget Released</td>
<td>89.4%</td>
<td>89.0%</td>
</tr>
<tr>
<td>% of Budget Released Spent</td>
<td>87.9%</td>
<td>89.4%</td>
</tr>
</tbody>
</table>

- **Areas and reasons for low absorption**
  i. The low absorption was from Vote 113-UNRA under the Development budget for external financing. UNRA received 45% of the approved budget for external financing i.e. UGX 907.45bn out of UGX 1,971.54bn.
  ii. Of the funds released, UNRA spent UGX 457.38bn representing 50.4%

- **Reasons for under absorption are:**
  a) approved budget allocation to externally financed projects by MoFPED was based on project appraisal cash flow projections (disbursement schedule) and not on revised implementation annual work plans. This resulted into allocation of over 70% of the budget to projects which were yet not ready for implementation;
  b) procurement delays
3.0 PHYSICAL PERFORMANCE FOR FY 2017/18 – OPM ASSESSMENT

<table>
<thead>
<tr>
<th></th>
<th>FY 2016/17</th>
<th>FY 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome Indicators Achieved</td>
<td>36%</td>
<td>29%</td>
</tr>
<tr>
<td>Outcome Indicators Moderately Satisfactory</td>
<td>36%</td>
<td>43%</td>
</tr>
<tr>
<td>Output Indicators Achieved</td>
<td>42%</td>
<td>54%</td>
</tr>
<tr>
<td>Output Indicators Moderately Satisfactory</td>
<td>29%</td>
<td>24%</td>
</tr>
</tbody>
</table>

**KEY:** Moderately satisfactory: 75%-99%

- **Outcome indicators achieved + moderately satisfactory =72%**
- **Areas of poor Performance**
  
  This was mainly under railway sub-sector due to poor performance of RVR and subsequent cancellation of the concession by Govt in January 2018.

4.0 SECTOR PERFORMANCE MEASURED AGAINST GOLDEN INDICATORS

- **Indicator #1 – Road Network Condition**
  - National roads paved in fair to good condition increased from 80% in FY 2016/17 to **97%**
  - National roads unpaved in fair to good condition increased from 70% to **84%**.
  - District roads-unpaved in fair to good condition were **61%** against annual target of **65%**
  - Urban roads-paved in fair to good condition were **78%** against annual target of **80%**
  - Urban roads-unpaved in fair to good condition were **56%** against annual target of **60%**
  - KCCA roads paved in fair to good condition were **55%** against annual target of **60%**

- **Indicator #2 – Stock of Paved Roads**
  - National roads paved network increased by **294km** (7%) i.e. from 4,257km in FY 2016/17 to 4,551km in FY 2017/18 - Current stock of paved network is now **22.2%**
  - KCCA paved road network increased by **17km** (2%) i.e. from 578km to 595km

- **Indicator #3 – Road Safety**
  - Road fatalities slightly reduced from 3,503 in 2016/17 to 3,500 in 2017/18. However, fatalities per 10,000 vehicles did not change (i.e. 26 fatalities per 10,000 vehicles) and were above the target of 25 for FY 2017/18. This remains the highest fatality rate in East Africa
SECTOR PERFORMANCE MEASURED AGAINST GOLDEN INDICATORS CONTINUED …

- **Indicator #5 - Road construction and maintenance costs**
  - There was a general increase in the unit cost of road construction and maintenance in FY 2017/18 compared to FY 2016/17. This is attributed to general inflationary pressures that pushed up the cost of construction inputs like fuel, gravel, equipment hire and labour rates.

- **Indicator #7 - Road maintenance needs met**
  - For National Roads, 45% of the maintenance needs were met compared to 22% in 2016/17.
  - For District Roads, 24% of the maintenance needs were met compared to 27% in 2016/17.
  - Maintenance Backlog increased from US$ 1,251 Mn in 2016/17 to US$1,403 Mn.

- **Indicator #8 - Axle Load Control**
  - The total number of vehicles weighed in FY 2017/18 almost doubled i.e. from 575,211 to 1,247,931 and of which 3.8% (47,421 vehicles) were overloaded.

- **Golden Indicator #9 - Rail Freight Volume**
  - The volume of freight carried by rail measured in net tonne-km reduced significantly by 94% i.e. from 119 Mn tonne-km carried in FY 2016/17 to only 7.54 Mn tonne-km carried in FY 2017/18.

- **Golden Indicator #10 - Rail Modal Share**
  - Rail modal share declined from 5% in FY 2016/17 to 3.5% in FY 2017/18 due to poor performance of RVR.

SECTOR PERFORMANCE MEASURED AGAINST GOLDEN INDICATORS CONTINUED …

- **Golden Indicator #13 - Wagon Utilization**
  - Both transit time and wagon turnaround time reduced from 12 to 7 days (-41.7%) and from 34 to 28 days (-17.6%) respectively over the review period though below target of 5 and 20 days resp.

- **Golden Indicator #14 – International Aircraft Movements**
  - Commercial aircraft movements performed at 99.2% of the annual target of 30,034. This represents an increment of 21.4% in 2016/17 performance.
  - Non Commercial aircraft movement performed at 68.2% of the annual target of 14,711.

- **Golden Indicator #15 – Volume of Passengers and Freight carried**
  - International air traffic passengers embarking, disembarking and in transit performed at 100%, 100% and 92.2% of the annual targets respectively.
  - Domestic passengers performed above the annual target by over 130%
  - Freight-imports performed at 108% while exports performed at 82.2% due to decline in demand for Uganda’s fresh products caused by non-compliance to standards

- **Golden Indicator #17/18 – Cross-cutting issues**
  - Appointment of Gender focal point persons in Sector MDAs performed at 100% as well as EIAs submitted to NEMA.
  - Number of occupational health and safety accidents at work place increased by 33%
5. PERFORMANCE OF MoWT – INTRODUCTION

Ministry of Works and Transport (MoWT) – is the Lead Institution for the Works and Transport Sector

Mandate

- Plan, develop and maintain an economic, efficient and effective transport infrastructure;
- Plan, develop and maintain economic, efficient and effective transport services by road, air, rail and water;
- Manage public works including Government Structures; and
- Promote good standards in the Construction Industry.

Mission – To promote adequate, safe and well maintained Works and Transport Infrastructure and Services for Social Economic Development of Uganda.

Vision – To provide reliable and safe works, transport infrastructure and services.

MoWT INTRODUCTION Continued……

KEY FUNCTIONS OF MoWT

i. Initiate, formulate and develop National Policies, Plans and Programmes for safe and efficient Public Transport Infrastructure and Services.


iii. Initiate and review Laws and Regulations on Works and Transport Infrastructure and Services.

iv. Set standards for the construction industry, transport infrastructure and services.

v. Enforce compliance to national policies, laws, regulations and guidelines on works, transport infrastructure and services.


vii. Inspect and license Public Transport Vehicles (PSVs).
MoWT INTRODUCTION Continued…

KEY FUNCTIONS OF MoWT Continued…

ix. Inspect and license Public Transport Vehicles (PSVs).
x. Provide technical assistance and support in the acquisition and maintenance of Government Vehicles and Equipment.
xi. Provide technical support for construction and maintenance works undertaken by other MDAs
xii. Implement works projects of national importance.
xiii. Initiate and formulate plans and policies for management of public buildings.
xiv. Set and monitor national standards on public buildings.
xv. Carry out materials testing services and research for construction industry.
xvi. Coordinate emergency response activities in the Works and Transport Sector

5.1. MoWT FINANCIAL PERFORMANCE -FY 2017/18

<table>
<thead>
<tr>
<th>Expenditure Category/Item</th>
<th>Approved (Bn UGX)</th>
<th>Released (Bn UGX)</th>
<th>Spent (Bn UGX)</th>
<th>% Released</th>
<th>% Release Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wage</td>
<td>9.182</td>
<td>9.182</td>
<td>9.149</td>
<td>100.0%</td>
<td>99.6%</td>
</tr>
<tr>
<td>Non Wage</td>
<td>60.715</td>
<td>83.882</td>
<td>83.483</td>
<td>138.2%</td>
<td>99.7%</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GoU</td>
<td>154.299</td>
<td>150.584</td>
<td>150.492</td>
<td>97.6%</td>
<td>99.9%</td>
</tr>
<tr>
<td>Ext. Financing</td>
<td>236.564</td>
<td>76.884</td>
<td>76.884</td>
<td>32.5%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Total GoU</td>
<td>224.197</td>
<td>243.648</td>
<td>243.300</td>
<td>108.7%</td>
<td>99.9%</td>
</tr>
<tr>
<td>Total GOU+ Donor</td>
<td>460.761</td>
<td>320.533</td>
<td>320.185</td>
<td>69.6%</td>
<td>99.9%</td>
</tr>
</tbody>
</table>

Approved budget for FY 2017/18 was UGX 460.761BN; Total amount released was UGX 320.185BN (representing 69.6% release)

Low absorption was under Development budget and particularly External Financing where only 32.5% of the approved budget was released and spent

Reason- Mismatch between disbursement schedule and actual project work plans
5.2. MoWT PHYSICAL PERFORMANCE - FY 2016/17 (Recurrent)

5.2.1 POLICIES, LAWS, REGULATIONS, GUIDELINES AND STANDARDS

- New Policies have been formulated and existing policies reviewed to suit current environment and improve service delivery in the sector. Key among these include:

<table>
<thead>
<tr>
<th>sn</th>
<th>Policy/law/Regulation/Guideline/standard</th>
<th>Status as at 30th June 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>National Transport and Logistics Policy and Strategy</td>
<td>The draft final report was submitted and discussed by the Contract Management Team in August, 2018. Three regional consultative workshops for Northern, Eastern and Western Uganda were held in September 2018.</td>
</tr>
<tr>
<td>2</td>
<td>Axle Load Control Policy</td>
<td>The Policy issues were integrated in the National Transport and Logistics Policy and Strategy.</td>
</tr>
<tr>
<td>3</td>
<td>National Civil Aviation Policy</td>
<td>Draft Policy is in place.</td>
</tr>
</tbody>
</table>

5.2.1 ACHIEVEMENTS ON POLICIES, LAWS, REGULATIONS, GUIDELINES AND STANDARDS Continued……

<table>
<thead>
<tr>
<th>sn</th>
<th>Policy/law/Regulation/Guideline/standard</th>
<th>Status as at 30th June 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Maritime Transport Policy, 2018</td>
<td>Draft Policy, 2008 was prepared in-house and it is ready for presentation to the next Top Management Team meeting.</td>
</tr>
<tr>
<td>5</td>
<td>National Railway Policy</td>
<td>Inception Report was received and discussed; the assignment is on-going.</td>
</tr>
<tr>
<td>6</td>
<td>The Roads Bill, 2018</td>
<td>The Roads Bill, 2018 was approved by Cabinet and issued with a Certificate of Financial Implications by MoFPED. The Bill is already printed, gazetted and before Parliament awaiting first reading.</td>
</tr>
<tr>
<td>7</td>
<td>Engineers’ Registration (Amendment) Act 1969, Cap.271</td>
<td>The Bill was sent to Solicitor General’s Office with the final comments from the Ministry.</td>
</tr>
<tr>
<td>8</td>
<td>Traffic and Road Safety (Amendment) Bill, 2018</td>
<td>On the 30th May 2018, the First Parliamentary Counsel cleared the Bill with issuance of a Certificate of Compliance. The Bill is before Cabinet.</td>
</tr>
</tbody>
</table>
5.2.1 ACHIEVEMENTS ON POLICIES, LAWS, REGULATIONS, GUIDELINES AND STANDARDS Continued……

<table>
<thead>
<tr>
<th>sn</th>
<th>Policy/law/Regulation</th>
<th>Status as at 30th June 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Civil Aviation (amendment) Bill, 2017</td>
<td>The Bill is before the Committee on Physical Infrastructure of Parliament.</td>
</tr>
<tr>
<td>13</td>
<td>Ratification/Acceding to International Maritime Organization conventions</td>
<td>The International Maritime Organization Conventions were assented to and the Instruments of ratification were submitted to the International Maritime Organization.</td>
</tr>
<tr>
<td>14</td>
<td>Civil Aviation Appeals Tribunal Regulations</td>
<td>Draft regulations were prepared and submitted to CAA. Stakeholder consultations are on-going.</td>
</tr>
<tr>
<td>15</td>
<td>Inland Water Transport Legislation</td>
<td>Drafting principles were approved by Cabinet and drafting of the Bill is under way by the First Parliamentary Counsel.</td>
</tr>
</tbody>
</table>

5.2.2 INSPECTION, REGISTRATION, LICENSING AND SAFETY – ACHIEVEMENTS FOR FY 2017/18

i. Inspected and licensed 25,410 PSVs out of the planned 12,000 PSVs (due to increased enforcement and automation of TLB).

ii. Inspected and licensed 33 driving schools out of the planned 80. Target could not be met because majority did not meet statutory requirements for registration.

iii. processed 1,165 bus operator licenses out of the planned 800 due to increased enforcement.

iv. Annual Accident Report for 2017 was prepared, analyzed and submitted to NRSC.

v. Motor vehicle inspection services by SGS was monitored as required.

vi. One Road Safety inspection along Kampala-Kafu road was conducted out of the two planned.

vii. Three fatal accidents along Kampala - Masaka were investigated.

viii. Annual National Road Safety Week and Road Safety Awareness Campaigns was carried out at Busega, Kyengera, Lukaya, Boda-Boda stages in Kampala, Nsangi, Mbale and Masaka on Motorcycle safety and bodaboda regulations.
5.2.2 INSPECTION, REGISTRATION, LICENSING AND SAFETY
– ACHIEVEMENTS FOR FY 2017/18 Continued……

ix. Stakeholder Sensitization and training on Road Safety Audit and Driver Testing was carried out.

x. Research on the effectiveness of Express Penalty Scheme Regulations and Driving Schools Regulation was conducted and reports prepared.

xi. Two (2) out of Forty (40) targeted foreign vessels were inspected for conformity to national, regional and international maritime standards (Reason-only 2 foreign vessels showed up).

xii. 201 out of the 200 non-conventional inland water vessels were inspected for licensing.

xiii. Eleven (11) conventional inland water vessels were inspected for seaworthiness and certificates were issued out of the planned 20 conventional vessels.

xiv. All the eleven (11) aids to navigation were inspected on Lake Victoria as planned.

xv. All the four (4) planned inspections for Entebbe International Airport were carried out.

xvi. Investigated 2No. building construction accidents at Owino Market and Munyonyo.

xvii. 1,644 Gov’t vehicles/equipment were registered against the target of 2000.

xviii. 1151 road equipment acquired from Japan were inspected, registered and distributed to districts and agencies as planned.

5.2.3 ACHIEVEMENTS ON SECTOR COORDINATION (National, Regional and International)

i. 13th Joint Transport Sector Review was held and Action Plan Matrix Plan was prepared and reviewed.

ii. One Road Safety Programme i.e. Road Safety Summit by VIVO and NTV was coordinated.

iii. Two (2) consultative meetings for the review of the Belgium and United Arab Emirates Bilateral Air Service Agreements (BASAs) was organized.

iv. Two (2) East African Air Transport Facilitation programmes and four (4) National Air Transport Programmes were coordinated as had been planned.

v. Four (4) ICAO Programmes coordinated (ICAN, 13th ICAO Traveler Identification programme, ICAO World Aviation Forum), ICAO Traveler Identification programme coordinated through management of the Integrated Public Key Directory (PKD).

vi. Eight (8) ICAO conventions and protocols were ratified.

vii. Regional Transport Sector Projects and Programmes under the EAC, COMESA and Northern/Central Corridor were coordinated.

viii. Master Plan for the Development of Logistics on the Northern Economic Corridor was completed and approved by Top Management Team.
5.2.3 ACHIEVEMENTS ON SECTOR COODINATION (National, Regional and International) Continued……

x. **Five (5) regional and international programmes coordinated** (IMO- assembly and the 68th Technical Cooperation Committee meeting, IGAD-Maritime Security Conference held in Nairobi, ISCONS Coordination Committee meetings and the ISCOS Technical Committee meetings, CCTTFA meeting on sustainability of the southern route and EAC meeting on High Impact Weather Lake System funded by the World Metrological Organisation)

xi. **Fourteen (14) venues for national functions were prepared** i.e. 11/7/17-World Population Day Isingiro; 12/8/17-Youth Day Bundibugyo; 7-15/9/17 - JAMAFEST Kololo & National Theatre; 9/10/17 independence day; Thanks Giving Day Statehouse Entebbe; NRM/NRA Victory Day on 26/1/2018 in Arua, Tarehe Sita on 6/2/2018 in Butaleja; Janani Luvum Day on 16/2/2018 in Kitgum, OSBP Busia Official Commissioning on 24/2/2018 and Women's Day on 8/3/2018 in Mityana; International Labor Day on 1/5/2018 in Sembabule, Heroes Day on 9/6/2018 in Kakumiro District; Commissioning Kampala Entebbe Express way 15/6/218; and H.E. Wang Visit to Uganda at Serena.

x. **SGR project regional cluster meetings were held in Nairobi, Kenya in June 2018 ahead of the 14th NCIP Summit.**

5.2.4 MONITORING AND CAPACITY BUILDING-ACHIEVEMENTS

i. Monitored performance of MoWT and its Agencies both quarterly and annual

ii. Sector coordination activities were undertaken

iii. Monitoring compliance to set engineering standards in MDAs was done in 70 MDAs exceeding the target by 40 MDAs

iv. Conducted 315 out of the planned 250 materials tests for quality control on construction materials and produced reports.

v. Four (4) out of the two (2) structural integrity assessment were carried out.

vi. Twelve (12) out of the 12 planned bridges were inspected and reports produced.

vii. 9 out of the planned 8 geo-technical investigations were conducted and reports were prepared.

viii. 3 out of the planned 4 geo-technical investigation services to stakeholders in the construction industry were provided.

ix. District and Urban Council Engineers in 30 districts were trained.
5.2.4 MONITORING AND CAPACITY BUILDING-ACHIEVEMENTS
Continued……

x. Sector Monitoring and Evaluation Framework was reviewed and updated.
xi. Mid-Term Evaluation of the National Transport Master Plan commenced- Draft Report prepared
xiii. 3 staff sponsored in long term performance Improvement courses and 3 staff trained in short term courses.
xiv. 20 staff confirmed in appointment, 4 staff promoted, 3 staff offered contract appointment, 3 staff newly appointed, 9 officers predesignated in appointment and 7 staff retired on abolition of office.
 xv. Training of district equipment operators, artisans and technicians undertaken.
xvi. Training Needs Assessment (TNA) carried out in at least 24 DLGs and Urban Councils for road sector staff to train in FY 18/19.
xvii. Trained 5 Contractors, 70 Gang leaders from DLGs and 49 Road Technicians from UNRA in road construction and maintenance using LBT and LCS.

5.2.4 MONITORING AND CAPACITY BUILDING-ACHIEVEMENTS
Continued……
xviii. Six (6) officers were trained in Integrated Maritime Security course (Kenya) and port development and competitiveness (Singapore) and in MSc. Maritime Affairs.
xix. 6 staff were trained in Policy Formulation, Implementation, Monitoring and Evaluation handled by UMI and Engineering education and management in Beijing China
xx. Training TRASCO members in Gender and HIV/AIDs mainstreaming was undertaken and 2 Quarterly meetings were held on the same issue.
xxi. One Training of Trainers was conducted to impart skills in designs and construction for the foot suspended bridges.
xxii. 3 Quality control and management courses at UMI were undertaken out of the 6 which had planned because of limited funding.
xxiii. 1,200 out of the planned 300 tree seedlings were planted on training roads i.e. Busamaga - Bumuluya LCS road and Kiruki - Bukiiyi LBT road.
xxiv. Gender mainstreaming and compliance audits of MDAs was undertaken in the 6 MDAs( MoWT, CAA, URC, UNRA,URF & KCCA)
5.3 PHYSICAL PERFORMANCE-FY 2017/18 (Development)

5.3.1 District, Urban and Community Access Roads

a) Rehabilitation of DUCAR

- 176 km of District and Community Access Roads were rehabilitated in various districts under Force Account against the planned 145 km. The good performance was due to the new road equipment and slight improvement in budget releases.
- Also, 28 km of district roads in Luwero and Amuria under Force Account were fully graveled and 82.3 km were opened and graded.
- 120 km of interconnectivity roads were rehabilitated in various districts out of the planned 100 km.
- 217 km were surveyed under Force Account out the planned 80 km.
- 2,300 m² of drainage works out of the targeted 2,450 m² were completed along NALI estate roads-Kyankwanzi.

5.3.1- DUCAR ACHIEVEMENTS (DEVELOPMENT) CONTINUED…

- Achievements - Rehabilitation of DUCAR Continues…
  - 7480 m² out of the planned 4850 m² drainage works were done along the 1 Km section of Bwanda Convent road in Kalungu District.
  - Two suspended cable foot bridges were completed, commissioned and handed over (Kama cable foot bridge (90m span) linking Mbale and Sironko districts and Namawukulu in Bukalasi Sub-County Bududa District (70m span)) across River Ngame.
  - Detailed engineering designs for rehabilitation works of 100 km of Community Access Roads produced, Final District Road Manual Volume 5 submitted and 2000 District Road Manuals produced and distributed, road condition and inventory data in 15 Districts collected.

b) Procurement and Maintenance of District Roads Equipment

- Last batch of road equipment from Japan received, inspected and distributed to Districts and agencies.
- Undertook 685 repairs (113 major; 572 minor) out the planned 714 repairs of district equipment, and maintenance of 150 Zonal and Force Account road equipment
5.3.1- DUCAR ACHIEVEMENTS (DEVELOPMENT) CONTINUED...

c) Construction of Selected Bridges on DUCAR network:

i. 2 bridges were substantially completed: Saaka swamp Phase II (Kaliro District) - 99.1% completed and Kaguta bridge (Lira) - 99% completed.

ii. Kabuhuuna swamp crossing (Kibaale) - 70% works completed.

iii. Okokor Bridge (Kumi) - 90% works completed;

iv. Topographical survey for Kangai bridge (Dokolo) was completed.

v. Geo-technical Investigations and Preliminary designs for Aleles Bridge in Pallisa were completed and Tender documentation is underway.

vi. Geo-technical investigations were completed for Muzizi Bridge (Kibaale) and Preliminary sizing of abutments concluded.

vii. New procurement process for Agwa Bailey Bridge Parts (Lira) commenced is on-going.

viii. Contract for construction of Bambala and Kabindula swamp crossing (Kyankwanzi) was signed and construction works commenced.

5.3.1- DUCAR ACHIEVEMENTS (DEVELOPMENT) CONTINUED...

c) Improvement of Gulu Municipal Council Roads

- UMEME and UTL lines were relocated.
- Environmental and Impact Assessment and Resettlement Action Plan for rehabilitation of 6.064 km of Gulu Municipal roads was finalized.
- 4% out of the 40% targeted construction works for Gulu Municipal roads (6.064KM) was completed.
  - The slow progress was due to inadequate funding to finalize the relocation of utilities and mobilization delays by the Contractor to commence construction.

d) Others-Construction of One Stop Border Posts:

- Construction works for Elegu OSBP resumed and were substantially completed.
- Construction works for Malaba exit road resumed and progress was at 30%.
- Construction works for Katuna OSBP were still suspended by the contractor.
- Evaluation of design consultant for Goli and Ntoroko OSBP was on-going.
5.3.1- DUCAR ACHIEVEMENTS (DEVELOPMENT) CONTINUED…

c) Construction of Selected Bridges on DUCAR network:
   - 2 bridges were substantially completed: Saaka swamp Phase II (Kaliro District) – 99.1% completed and Kaguta bridge (Lira) – 99% completed.
   - Kabuhuuna swamp crossing (Kibaale) – 70% works completed.
   - Okokor Bridge (Kumi) – 90% works completed;
   - Topographical survey for Kangai bridge (Dokolo) was completed.
   - Geo-technical Investigations and Preliminary designs for Aleles Bridge in Pallisa were completed and Tender documentation is underway.
   - Geo-technical investigations were completed for Muzizi Bridge (Kibaale) and Preliminary sizing of abutments concluded.
   - New procurement process for Agwa Bailey Bridge Parts (Lira) commenced/is on-going.
   - Contract for construction of Bambala and Kabindula swamp crossing (Kyankwanzi) was signed and construction works commenced.

5.3.1- DUCAR ACHIEVEMENTS (DEVELOPMENT) CONTINUED…

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   - Environmental and Impact Assessment and Resettlement Action Plan for rehabilitation of 6.064 km of Gulu Municipal roads was finalized.
   - 4% out of the 40% targeted construction works for Gulu Municipal roads (6.064 KM) was completed.
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   - Construction works for Katuna OSBP were still suspended by the contractor.
   - Evaluation of design consultant for Goli and Ntoroko OSBP was on-going.

5.3.2- WATER TRANSPORT SUB-SECTOR ACHIVEMENTS (DEVELOPMENT)

a) Development of Bukasa Port
   - Topographic Survey for Bukasa Port completed. Also, Training Needs Assessment completed.
   - Bukasa Port Master Plan completed and procurement of contractor for start-up works is on-going.

b) Remodelling Port Bell and Jinja Piers
   - Scoping study for ESIA for Portbell and Jinja Pier prepared.
   - Due diligence report for the Lake Victoria Transport Program prepared and disseminated.

c) Development of Other Landing Sites
   - Feasibility and Preliminary Design studies for Gaba, Butebo and Bule landing sites were completed.

d) Mv Kalangala Ship
   - Class and marine hull insurance for MV Kalangala was secured.
   - 75% of the scheduled trips were made out of the planned 100%. Reason- the ship was docked for maintenance and survey at Port Bell for a period of one (1) month.

5.3.2- WATER TRANSPORT SUB-SECTOR ACHIVEMENTS (DEVELOPMENT) Continued…

e) Draft MOU between MoWT and Busitema University towards the establishment of a Maritime Training Institute in Busitema was prepared and approved by the Top Management Team.

f) Twelve (12) suitable locations for the construction of Search and Rescue (SAR) centres and Maritime Rescue Coordination Centre (MRCC) were identified on Lake Victoria, Albert and Kyoga.
   - They include Fisheries Training Institute (FTI), Zingoola, Sagiti, Lyabana island, Matolo on Sigulu, Dolwe, Mwena, Zzinga, Kansensero, Butiaba, Ntoroko, Bukungu, Bogota, Kiyindi and Masese.
5.3.4 - AIR TRANSPORT SUB-SECTOR ACHIEVEMENTS (DEVELOPMENT)

a) Revival of the National Airline
   - Registered a Limited Liability Company-Uganda National Airline Company to manage national airline operations and appointed an Interim Board.
   - Procurement process of four (4) planes (CRJ900 from Bombardier) for the National Airline was completed and awaiting delivery.

b) Development of Kabaale Airport in Hoima
   - Supervision consultant for development of Kabaale International Airport was procured.
   - 95% of the works on Geo-technical and Hydrological investigations were completed.
   - 78% of bush clearing, removal of stone and piling of top soil was completed.
   - Mobilization of project site establishment and facilitation was completed.
   - Ground breaking undertaken and works commenced on 18th April 2018.

c) Support to Civil Aviation Authority
   - Supported the Maintenance and Operations of CAA upcountry aerodromes.

d) East Africa Civil Aviation Academy - Soroti Flying School
   - Completed training for 15 flight operators. 17 pilots completed PPL course, 19 pilots completed CPL course and 6 aircraft engineers training ongoing.

5.3.5 - KEY IMPLEMENTATION CHALLENGES-MoWT

i. Inadequate budget for development projects [counterpart funding for externally funded projects affected implementation progress (e.g. One Stop Border Posts, Earth Moving Equipment, Improvement of Gulu Municipal Roads, etc)].

ii. Inadequate budget for DUCAR maintenance and rehabilitation leading to continuous accumulation of backlog.

iii. Land acquisition challenges due to encroachers e.g. in Namawe Forest Reserve has affected project implementation (SGR, Bukasa Port).

iv. Under funding of road safety activities and weak enforcement.

v. Under funding of quality assurance and research activities.

vi. Delays in formulation and review of sector policies, laws and regulations coupled with recent Cabinet directive on the ban of formation of new Authorities/Agencies affected establishment of agencies e.g. UCICO.

vii. Inadequate staffing due to inadequate wage bill.
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Cabinet directive on the ban of formation of new Authorities/Agencies affected
establishment of agencies e.g. UCICO.

vii. Inadequate staffing due to inadequate wage bill.
6.1. INTRODUCTION

Responsible for Maintaining, operating and developing the National Road Network which comprises:

- 20,544km of roads,
- 519 bridges,
- 9 ferries,
- Staff 1,402Nos.

6.2. UNRA FINANCIAL PERFORMANCE – FY 2017/18

<table>
<thead>
<tr>
<th></th>
<th>Approved Budget</th>
<th>Released Budget</th>
<th>Budget Spent</th>
<th>% Budget Released</th>
<th>% Budget Spent</th>
<th>% Release Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent Wage</td>
<td>71.105</td>
<td>71.105</td>
<td>71.100</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
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<tr>
<td>Non-Wage</td>
<td>29.140</td>
<td>22.842</td>
<td>22.764</td>
<td>78.4%</td>
<td>78.1%</td>
<td>99.7%</td>
</tr>
<tr>
<td>Road Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOU</td>
<td>1,517.800</td>
<td>1,532.800</td>
<td>1,532.800</td>
<td>101.0%</td>
<td>101.1%</td>
<td>100.0%</td>
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<tr>
<td>Ext. Financing</td>
<td>1,971.542</td>
<td>907.449</td>
<td>457.386</td>
<td>46.0%</td>
<td>23.2%</td>
<td>50.4%</td>
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<tr>
<td>Total</td>
<td>1,618.045</td>
<td>1,626.747</td>
<td>1,626.506</td>
<td>100.5%</td>
<td>100.5%</td>
<td>100.0%</td>
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<tr>
<td>GOU+Ext. Financing</td>
<td>3,589.588</td>
<td>2,534.546</td>
<td>2,083.892</td>
<td>70.6%</td>
<td>58.1%</td>
<td>82.2%</td>
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<tr>
<td>Arrears</td>
<td>31.350</td>
<td>31.350</td>
<td>31.350</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Road M’tce</td>
<td>267.9</td>
<td>267.9</td>
<td>265.01</td>
<td>100.0%</td>
<td>98.9%</td>
<td>98.9%</td>
</tr>
</tbody>
</table>
6.2. UNRA FINANCIAL PERFORMANCE – FY 2017/18

- **Recurrent Wage:**
  - GOU 71.105
  - Total 71.105
- **Non-Wage:**
  - GOU 29.140
  - Total 29.140
- **Road Development: GOU**
  - 1,517.800
  - Total 1,517.800
  - Ext. Financing 1,971.542
  - Total 1,971.542
  - Total 3,589.588
- **Arrears:**
  - 31.350
  - Total 31.350
- **Road M'tce:**
  - 267.9
  - Total 267.9

**Main Reasons**

- a) The allocation to externally financed projects by MoFPED was based on project appraisal cash flow projections and not on revised implementation annual work plans (over 70% of the budget was allocated to projects not yet ready for implementation including oil roads).
- b) Procurement delays

- Outstanding debt of UGX 223.16 billion - carried forward to 2018/19.
- National Roads Maintenance Budget performed at 100% though funds provided (UGX 267.8Bn) represented only 45% of the annual requirement of UGX 596Bn

6.3.1 Roads Construction

- Six road construction projects (294km) were substantially completed:
  - | No | Project Name                        | Length (KM) | Financier |
  - |    |                                    |             |          |
  - | 1  | Mbarara-bypass                      | 14          | EU       |
  - | 2  | Kampala-Entebbe Express way (41KM section) | 41          | EXIM     |
  - | 3  | Rushere-Nshwerenkye                 | 11          | GOU      |
  - | 4  | Gulu-Acholibur                      | 78          | GOU      |
  - | 5  | Acholibur-Musingo                   | 86          | GOU      |
  - | 6  | Mpigi-Kanoni                        | 64          | GOU      |

- There are 22 ongoing road projects (new construction/upgrading) covering a total of 1,311.7km, at various stages of progress.
- The proportion of road works executed during FY 2017/18 were estimated to be equivalent to 305km out of the annual target of 400km-equivalent
- Total stock of paved roads now stands at 4,551km (22.2%).
6.3.2 Studies and Designs Undertaken

- UNRA completed studies and designs for 20 road projects and 8 bridges.
  - The above includes Flyover and Expressways;
  - i. Kampala Flyover Lot 2 – Kitgum Junction;
  - ii. Kampala-Bombo Expressway, 50km;
  - iii. Kampala Outer Beltway, 100km;
  - iv. Kampala Jinja Expressway (77km);
  - v. Kampala Southern Bypass (18km);
  - vi. Access Roads to the Kampala Entebbe Expressway Spur to Munyonyo (14km);
  - vii. Busega-Mpiigi Expressway Interchanges, link roads and review of main alignment (30km);
  - viii. Nakasero-Northern Bypass Express Route (5km).
- Design and build contracts for 363km of critical roads in the oil region were signed in Jan/Feb 2018. The remaining 308km are still under procurement, with contracts expected to be signed in Sept/Oct 2018.

6.3.3 National Roads Rehabilitation

- 4 road projects were substantially completed (183km);
  - i. Nansana –Busunju Phase 1 (30km)
  - ii. Mukono-Kayunga-Njeru (95km)
  - iii. Namunsi-Sironko-Muyembe-Kapchorwa (36km)
  - iv. Kamuli Town Roads 22km
- Rehabilitation/reconstruction of 637km of the paved national roads is ongoing.

6.3.4 Bridge Construction

- 4 bridges were substantially completed:
  - ✔ Seretiyo and Nyalit bridges in Kapchorwa; Cido bridge in Nebbi; and Aswa bridge.
- Also, progress was made on the following 5 bridges to be completed in FY 2018/19
  - (i) New Nile Bridge at 79%; (ii) Nalakasi bridge at 68.5%; (iii) Lopei at 41%; (iv) Opot bridge; and (v) Kaabong at 66.6%.
6.3.5 National Roads Maintenance

- Manual Routine Maintenance on 3,653km of paved roads and 12,823km of the unpaved roads;
- Mechanical Routine Maintenance on 2,318km of paved roads and 8,906km of the unpaved roads; and
- Periodic maintenance on 826km of the unpaved roads.

6.3.6 Procurement

- UNRA implemented the PPDA Regulations for Reservation Schemes to promote Local Content.
- During FY2017/18, local providers accounted for 24% of the contracts signed. This included reservation by threshold and sub-contracting;
  i.e. Contracts awarded to National Providers totaled to UGX 874bn out the total contracts value of UGX 3,711.7bn.

6.3.7 Key Challenges faced by UNRA during FY 2017/18

1. Inadequate funding for road maintenance and development (budget for road maintenance was only 45% of the needs while road development had an outstanding debt of UGX 223.16bn at end of FY 2017/18).
2. Pressure to commence construction of new roads without funding remains a challenge (over 2,000KM not funded).
3. Delayed procurement due to administrative reviews and whistle blower complaints e.g. Rukungiri-Kihhi-Ishaha/Kanungu & Kapchorwa-Suam road projects.
4. Interference in the procurement process by lobbyists/spoilers.
5. Continued encroachment on road reserves and increasing illegal roadside activities (undermined the functionality of the road network, and reduced its safety and level of service).
6. Corruption especially at weighbridges.
7. Heavy rains upcountry especially in the districts of Kabale, Mbale, Kotido, Buvuma and Aleptong cutting off roads and washing away bridges required emergency interventions which further strained UNRA’s resource envelope.
7.0 PERFORMANCE OF UGANDA ROAD FUND FY 2017/18

7.1 INTRODUCTION

- **Mandate**
  
  To finance maintenance of public roads in Uganda

- **Vision**
  
  “Adequate financing for Maintenance of Public Roads.”

- **Mission**
  
  “To provide effective and sustainable financing of maintenance for public roads, build partnerships with stakeholders and serve with integrity.”
7.2 Financial Performance for FY 2017/18 – Releases and Disbursement

<table>
<thead>
<tr>
<th>Item</th>
<th>Approved Budget UGX bn</th>
<th>Released Budget UGX bn</th>
<th>% Budget Released</th>
</tr>
</thead>
<tbody>
<tr>
<td>URF Secretariat</td>
<td>10.618 (2.5%)</td>
<td>10.618</td>
<td>100.0%</td>
</tr>
<tr>
<td>Maintenance of National roads-UNRA</td>
<td>267.917 (64.2%)</td>
<td>267.917</td>
<td>100.0%</td>
</tr>
<tr>
<td>KCCA</td>
<td>19.525 (4.7%)</td>
<td>19.525</td>
<td>100.0%</td>
</tr>
<tr>
<td>Maintenance of DUCAR network (121 DLGs, and 41 Mun.Councils)</td>
<td>119.334 (28.6%)</td>
<td>119.334</td>
<td>100.0%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>417.394</td>
<td>417.394</td>
<td></td>
</tr>
</tbody>
</table>

- FY 2017/18 was the 8th year of URF operation
- Approved budget for FY 2017/18 was UGX 417.39bn and budget release was 100%;
- UGX 406.776bn was disbursed to 164 Designated Agencies (up from 158 DAs)
- On average, disbursements to UNRA took 15 calendar days and 18.5 calendar days to DUCAR agencies, from the dates of receipt of funds from MoFPED.
- Budget absorption: URF Secretariat at 100.0%; UNRA at 98.9%, KCCA at 108.5% and DUCAR Agencies at 59.1% (as at end of Quarter 3)
7.3 Physical Performance for FY 2017/18 – National Roads

<table>
<thead>
<tr>
<th>S/N</th>
<th>Works Category</th>
<th>FY 2016/17 Achieved Quantity</th>
<th>Planned Quantity</th>
<th>FY 2017/18 Financed Quantity</th>
<th>Planned Quantity</th>
<th>% of Financed Quantity Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Routine Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manual (km)</td>
<td>15,584</td>
<td>16,847</td>
<td>16,847</td>
<td>16,783</td>
<td>99.6%</td>
</tr>
<tr>
<td></td>
<td>Mechanized (km)</td>
<td>20,687</td>
<td>13,258</td>
<td>13,258</td>
<td>16,512</td>
<td>124.5%</td>
</tr>
<tr>
<td>2</td>
<td>Periodic Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paved (km)</td>
<td>45.6</td>
<td>11</td>
<td>11</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>Unpaved (km)</td>
<td>1,112.3</td>
<td>588</td>
<td>588</td>
<td>1,564</td>
<td>266%</td>
</tr>
<tr>
<td>3</td>
<td>Bridges</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Routine (No)</td>
<td>79</td>
<td>345</td>
<td>345</td>
<td>131</td>
<td>38%</td>
</tr>
<tr>
<td></td>
<td>Periodic (No)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4</td>
<td>O&amp;M of weighbridges</td>
<td>8</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>100%</td>
</tr>
<tr>
<td>5</td>
<td>O&amp;M of ferries</td>
<td>7</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>100%</td>
</tr>
</tbody>
</table>

- All the planned maintenance works on the national roads network were funded in FY 2017/18.
- Both routine and periodic maintenance (unpaved) performed well beyond annual targets.
- Periodic maintenance on paved roads was not undertaken. UNRA had to first clear the backlog of payments to contractors.

7.4 Physical Performance for FY 2017/18 – City Roads

<table>
<thead>
<tr>
<th>S/N</th>
<th>Works Category</th>
<th>FY 2016/17 Planned Quantity</th>
<th>Planned Quantity</th>
<th>Achieved Quantity</th>
<th>FY 2017/18 Planned Quantity</th>
<th>Financed Quantity</th>
<th>Achieved Quantity</th>
<th>% of Financed Quantity Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Routine Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manual (km)</td>
<td>860</td>
<td>860</td>
<td>877</td>
<td></td>
<td>880</td>
<td>880</td>
<td>1,104</td>
</tr>
<tr>
<td></td>
<td>Mechanised (km)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.9</td>
<td>4.0</td>
<td>2.0</td>
</tr>
<tr>
<td>2</td>
<td>Periodic Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.7</td>
<td>3.7</td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td>Paved (km)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.9</td>
<td>4.0</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>Unpaved (km)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

- All the planned maintenance works on the national roads network were funded in FY 2017/18.
- However, there were some changes in priorities. KCCA re-allocated part of the funds for periodic maintenance to undertake more routine maintenance during the FY.
7.5 Physical Performance for FY 2017/18 – DUCAR

<table>
<thead>
<tr>
<th>S/N</th>
<th>Works Category</th>
<th>FY 2016/17</th>
<th>FY 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Planned Quantity</td>
<td>Financed Quantity</td>
</tr>
<tr>
<td>1</td>
<td>Routine M'tce</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manual (km)</td>
<td>35,329</td>
<td>29,280</td>
</tr>
<tr>
<td></td>
<td>Mechanised (km)</td>
<td>13,188</td>
<td>10,726.97</td>
</tr>
<tr>
<td>2</td>
<td>Periodic M'tce</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paved (km)</td>
<td>4,063</td>
<td>2,700.3</td>
</tr>
<tr>
<td></td>
<td>Unpaved (km)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Bridges</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Routine (No)</td>
<td>57</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Periodic (No)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Culvert Installation (Lines)</td>
<td>9,800</td>
<td>8,356</td>
</tr>
</tbody>
</table>

The above performance is based on 96% of DUCAR Agencies which had reported by end of Q3. These however constitute over 98% of the funds released for DUCAR maintenance in FY 2017/18. Overall, performance was average though below the expected 75% when measured at end Q3.

7.6 Golden Indicators Monitored by URF - Road Maintenance Unit Costs

<table>
<thead>
<tr>
<th>Indicator</th>
<th>FY 2016/17</th>
<th>FY 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 District Roads – Periodic Maintenance</td>
<td>4.9</td>
<td>5.1</td>
</tr>
<tr>
<td>1.2 District Roads – Routine Maintenance</td>
<td>0.5 – 1.4</td>
<td>0.6-1.5</td>
</tr>
<tr>
<td>1.3 Urban Roads – Periodic Maintenance, paved</td>
<td>13.1</td>
<td>13.5</td>
</tr>
<tr>
<td>1.41 Urban Roads – Routine Manual Maintenance, Paved</td>
<td>1.6 – 2.1</td>
<td>1.8-2.3</td>
</tr>
<tr>
<td>1.5 Urban Roads – Routine Mechanized Maintenance, Paved</td>
<td>3.6 – 4.6</td>
<td>3.7-4.7</td>
</tr>
<tr>
<td>1.6 Urban Roads – Periodic Maintenance, Unpaved</td>
<td>6.6 – 13.3</td>
<td>6.9-13.6</td>
</tr>
<tr>
<td>1.7 Urban Roads – Routine Maintenance, Unpaved</td>
<td>0.5 – 2.0</td>
<td>0.6-2.2</td>
</tr>
</tbody>
</table>

There was a general increase in the unit cost of road maintenance in FY 2017/18 compared to FY 2016/17. This is attributed to general inflationary pressures that pushed up the cost of construction inputs like fuel, gravel, equipment repairs and maintenance, equipment hire, and labour rates.
7.7 Golden Indicators Monitored by URF - Budget Relative to Requirements

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Unit</th>
<th>FY 2016/17</th>
<th>FY 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 National roads (Maintenance)</td>
<td>%</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>2.2 District roads (Maintenance)</td>
<td>%</td>
<td>26%</td>
<td>24%</td>
</tr>
<tr>
<td>2.3 Urban roads (Maintenance)</td>
<td>%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>2.4 Budget all roads (Rehabilitation)</td>
<td>Million - USD</td>
<td>166.1</td>
<td>172.7</td>
</tr>
<tr>
<td>2.5 Backlog all roads (Rehabilitation)</td>
<td>Million - USD</td>
<td>1,251</td>
<td>1,403</td>
</tr>
</tbody>
</table>

The *budget relative to requirement* indicators decreased from FY 2016/17 to FY 2017/18 for all road categories following decreased budget for road maintenance from UGX 417.84bn in FY 2016/17 to UGX 417.39bn in FY 2017/18.

This was compounded by the increase in road network maintenance needs driven by growth in traffic volumes, traffic loading, maintenance backlog as well as inclement weather.
7.9 Key Challenges faced by URF during FY 2017/18

i. Escalating road maintenance backlog as the approved budget of UGX 417.384bn in FY 2017/18 could only meet 46.4% of the expressed needs of Agencies, comprised of normal maintenance and backlog removal.

ii. Failure to commercialize roads management to save and protect asset value and ensure significant gains for road users.

iii. Lack of precise real-time knowledge on size and state of the road asset which clouds planning accurately evaluate the programs of DAs.

iv. Uncontrolled upgrading of roads at local government level which bloats the size of road asset without matching resources.

v. Weak institutional capacities of DUCAR agencies especially in planning, management, reporting, and accountability which has resulted into poor maintenance practices, accumulation of backlog, and low absorption by DAs.

vi. Procurement delays hampering implementation of road maintenance programmes & absorption of funds.

vii. Wide variations in unit costs of similar road maintenance works among DAs that can’t be explained by topographic and climatic differences.

viii. Low compliance with reporting schedules by Designated Agencies, which afflicts timely reporting on performance of the sector.

ix. Misuse and abuse of road maintenance funds by designated Agencies.

8.0 PERFORMANCE OF CIVIL AVIATION AUTHORITY – FY 2017/18
8.0 PERFORMANCE OF CAA- FY 2017/18

8.1 introduction

- Civil Aviation Authority (CAA) is the agency in charge of air transport in Uganda.
- CAA was established by an Act of Parliament (Cap 354) in 1991 with the main objective of promoting the safe, regular, secure and efficient use and development of civil aviation inside and outside Uganda.

Vision Statement: To promote the safest, most efficient and affordable air transport system in Africa and beyond.

Mission Statement: To maintain the highest standards of safety, security and service in civil aviation.

Core Values: Accountability, Flexibility, People Centeredness, Passion for Technology and Quality of Services.

PERFORMANCE OF CAA in FY 2017/18- introduction Continued…..

The primary functions of CAA are :

i. To advise Government in relation to civil aviation policy matters and international conventions.
ii. Regulation of safety, security and doing business in air transport.
iii. Management and development of national airports in the country.
iv. Provision of air traffic and navigation services.

- Entebbe International Airport (EIA) is the main entry and exit point for Uganda’s air traffic.
- CAA owns and manages 13 other national airports namely: Arua, Gulu, Soroti, Kasese, Kisoro, Jinja, Kidepo, Lira, Pakuba, Tororo, Masindi, Mbarara and Moroto.
- Pakuba, Kidepo, Gulu, Arua and Kasese are designated entry and exit points for regional and international traffic for purposes of promoting tourism and business in the country.
- The rest of domestic airports are either privately owned or under the management of District Authorities.
8.2 FINANCIAL PERFORMANCE OF CAA - FY 2017/18

<table>
<thead>
<tr>
<th>No</th>
<th>Department</th>
<th>Approved Budget ('000 Shs)</th>
<th>Expenditure ('000 Shs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Directorate of Human Resource and Administration</td>
<td>88,158,252</td>
<td>75,969,025</td>
</tr>
<tr>
<td></td>
<td>- Employment</td>
<td>23,945,261</td>
<td>16,742,004</td>
</tr>
<tr>
<td>2</td>
<td>Directorate of Air Navigation Services</td>
<td>10,169,411</td>
<td>7,399,157</td>
</tr>
<tr>
<td>3</td>
<td>Directorate of Airports and Aviation Security</td>
<td>16,156,927</td>
<td>11,384,607</td>
</tr>
<tr>
<td>4</td>
<td>Directorate of Finance</td>
<td>10,792,356</td>
<td>23,628,162</td>
</tr>
<tr>
<td>5</td>
<td>Directorate of Safety, Security and Economic Regulation</td>
<td>3,018,499</td>
<td>1,930,390</td>
</tr>
<tr>
<td>6</td>
<td>Corporate Office</td>
<td>19,417,603</td>
<td>15,150,390</td>
</tr>
<tr>
<td>7</td>
<td>Capital Projects</td>
<td>51,285,421</td>
<td>26,384,611</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>222,943,730</td>
<td>178,588,346</td>
</tr>
</tbody>
</table>

Total Expenditure was 80% of the approved budget. Budget performance was high for the Directorate of Finance (performed at 219%) and low for Capital projects which performed at only 51.4%.

8.3 PHYSICAL PERFORMANCE OF CAA MAJOR PROJECTS - FY 2017/18

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Contract Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expansion and Upgrade of Entebbe International Airport:</td>
<td></td>
<td>USD200M</td>
<td>Performance was affected by:</td>
</tr>
<tr>
<td></td>
<td>- Establish new cargo centre complex</td>
<td></td>
<td></td>
<td>- Bad weather</td>
</tr>
<tr>
<td></td>
<td>- Establish new passenger terminal building</td>
<td></td>
<td></td>
<td>- Land wrangles (Entebe za Mugula).</td>
</tr>
<tr>
<td></td>
<td>- Expand and rehabilitate Apron 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Rehabilitate Aprons 2&amp;4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Rehabilitate and strengthen Runways 17/35 &amp; 12/30</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Establish new Fuel Farm and Hydrant System</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Cargo Apron at 84%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Cargo Terminal- 46%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Access and service roads at 92%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Apron 1 Expansion – at 76%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Works on Runway-12/30 at 23%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Establishment of new Fuel Farm &amp; Hydrant System – at 15%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overall progress was at 46% compared to the planned 47%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 8.3 PHYSICAL PERFORMANCE OF CAA MAJOR PROJECTS- FY 2017/18 Continued...

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Contract Amount</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| 2  | Improvement of Departures Lounge at Entebbe International Airport | - Ground, first, second and third floor construction – 100% complete  
- Third floor roof structure work – progress at 20%  
- Connecting bridge fabrication and placement at 30%  
- Plaster works – progress at 38%  
Overall progress was at 22% | UGX 49.99Bn | The project scope changed to address space requirements for the National Airline by adding one more floor. |

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Contract Amount</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| 3  | Installation of more Departure Immigration Counters | - Project completed (3 booths installed)  
Overall progress was at 100% | UGX 247.97Mn | Project completed and is now under defects liability period |

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Contract Amount</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Establishment of a Free Port Zone at EIA</td>
<td>Land [5 Acres] was offered to UFZA</td>
<td>- CAA should be facilitated to acquire the whole of MAAIF land part of which can be offered to UFZA.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Contract Amount</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| 5  | Certification of Entebbe International Airport | - Hired ICAO Expert to facilitate the process  
- Development of the Aerodrome Manual is underway | - The rest of the certification process regarding equipment, appropriate manpower and airport facilities are being undertaken |
### 8.3 PHYSICAL PERFORMANCE OF CAA MAJOR PROJECTS - FY 2017/18 Continued...

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Certification of EACAA</td>
<td>The certification process was at Phase 3: Certification Documents at evaluation stage for approval and acceptance</td>
<td>East African Civil Aviation Academy (EACAA), Soroti was still operating on provisional approval</td>
</tr>
<tr>
<td>7</td>
<td>Revival of the National Airline</td>
<td>Certification: Closed Phase 1: Pre-application Phase where the operator is taken through the details and requirements for the certification process Licensing: Evaluation of the application was completed</td>
<td>Certification: Awaiting submission of Formal Application of Phase 2. In addition, the manufacturer (Bombardier) has submitted an application for the CRJ900 aircraft type certificate acceptance and the necessary documents. CAA is studying and evaluating them for compliance and will soon make an onsite visit to Bombardier.</td>
</tr>
</tbody>
</table>

### 8.3 PHYSICAL PERFORMANCE OF CAA MAJOR PROJECTS - FY 2017/18 Continued...

<table>
<thead>
<tr>
<th>No</th>
<th>Project Name Progress (June 2018)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Automation of Systems at EIA – KOICA Project</td>
<td>Installation of Computerized Maintenance Monitoring System completed but pending installation of sensors Terminal Operations Control Centre refurbishment and associated facilities completed but pending testing ATS Message Handling System (AMHS) installation completed at Entebbe, Soroti and Arua but pending integration with ATM system and bilateral agreements with Kenya and South Africa as well as installation of user agents at Kisoro and Nakasongola Capacity building – refurbishing of training room at CAA Headquarters and Tower is ongoing but pending deployment of CCTV cameras, training of AODB and CMMS Maintenance Engineers. Design of Approach Procedures for Entebbe – validation exercise completed but pending regulatory review by ICAO and CAA, flight testing and publication</td>
</tr>
</tbody>
</table>
8.3 PHYSICAL PERFORMANCE OF CAA MAJOR PROJECTS - FY 2017/18

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Name / Activity</th>
<th>Progress (June 2018)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Installation of more land (5 Acres) was underway</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Hired ICAO Expert to undertake</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Ground, first, second and third floor roof structure fabrication and</td>
<td>100% complete</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Connecting bridge</td>
<td>38%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Automation of Flight Testing and certification process</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Revival of the KOICA Project</td>
<td>Application of Phase 2.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Systems at EIA – EACAA, Soroti was still operating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Equipment - accessories</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Training of AODB and Headquarters and Tower is ongoing but pending integration with ATM system and bilateral agreements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>ICAO and CAA, flight testing and publication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>The certification process was at evaluation stage for approval</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>The project scope changed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>The project was completed and acceptance was achieved.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8.4 PHYSICAL PERFORMANCE OF CAA PROJECTS AT REGIONAL AIRPORTS - FY 2017/18

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Title</th>
<th>Location</th>
<th>Cost UGX (000)</th>
<th>Status / Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Procurement and deployment of 4 fire trucks for Upcountry aerodromes</td>
<td>Arua, Gulu, Soroti and Kisoro</td>
<td>6,921,535.8</td>
<td>Trucks procured and deployed</td>
</tr>
<tr>
<td>2</td>
<td>Operationalization of the new Terminal Building at Arua Airport</td>
<td>Arua</td>
<td>1,069,137.8</td>
<td>Completed</td>
</tr>
<tr>
<td>3</td>
<td>Connection of power and installation of electricity (3 phase with 33KV/415 transformer) at Moroto Airfield</td>
<td>Moroto</td>
<td>114,220.9</td>
<td>Completed</td>
</tr>
<tr>
<td>4</td>
<td>Acquisition of extra land for the expansion of Arua Airport</td>
<td>Arua</td>
<td>6,671,981.7</td>
<td>98% of PAPs have been fully compensated. 2% remain pending due to letters of Administration.</td>
</tr>
<tr>
<td>5</td>
<td>Acquisition of extra land for the expansion of Tororo Airfield</td>
<td>Tororo</td>
<td>4,421,862.3</td>
<td>94% of PAPs have been fully compensated. Payment for the remaining 6% is being processed.</td>
</tr>
</tbody>
</table>

8.4 PHYSICAL PERFORMANCE OF CAA PROJECTS AT REGIONAL AIRPORTS - FY 2017/18 Continued……

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Title</th>
<th>Location</th>
<th>Cost UGX (000)</th>
<th>Status / Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Perimeter fencing of Tororo Airfield.</td>
<td>Tororo</td>
<td>886,388.9</td>
<td>Contractor mobilizing</td>
</tr>
<tr>
<td>9</td>
<td>Perimeter fencing of Gulu Airport (Phase II - Fencing of the recently acquired land)</td>
<td>Gulu</td>
<td>664,280.1</td>
<td>Contract awarded but awaiting SG’s clearance</td>
</tr>
<tr>
<td>10</td>
<td>Perimeter fencing of Arua Airport phase 1.</td>
<td>Arua</td>
<td>850,046.4</td>
<td>Contract awarded but awaiting SG’s clearance</td>
</tr>
<tr>
<td>11</td>
<td>Consultancy for land acquisition for the expansion of Arua Airport as dictated by the Master Plan</td>
<td>Arua</td>
<td>150,000</td>
<td>Contract awarded</td>
</tr>
<tr>
<td>12</td>
<td>Consultancy services for Cadastral, topographic and geotechnical surveys for the proposed new site for Lira Airport at Anai</td>
<td>Lira</td>
<td>1,600,000</td>
<td>Committed funds will also cater for perimeter fencing</td>
</tr>
<tr>
<td>13</td>
<td>Airfield Ground Lighting system for Soroti</td>
<td>Soroti</td>
<td>$758,640.5</td>
<td>Contract awarded subject to due diligence</td>
</tr>
</tbody>
</table>
8.5 OTHER ACHIEVEMENTS CAA……

i. Reviewed security programmes for various airlines and approval certificates were issued to Uganda Air Cargo, Kampala Executive, Jambo Jet Airlines, among others

ii. 2 lifts (public and kitchen) were installed in the Passenger Terminal Building at EIA

iii. 1 passenger escalator installed in the Passenger Terminal Building at EIA


v. Airport Service Quality (ASQ) Surveys conducted on quarterly basis

vi. Conducted calibration of NAVAIDs, landing systems and validation of GNSS Procedures (Nov/Dec 2017)


viii. Approved aerodrome manuals for Ankole Tea, Bugambe, Kisaru, Muzizi, Mwenge, Soroti, Arua, Gulu, Mbarara, Kisoro, Kasese, Tororo, Pakuba, Kidepo, Moroto, Jinja and Masindi

ix. The Master Plan and Detailed Engineering Designs for Arua Airport were completed

x. Maintained, operated and kept all aerodromes in serviceable status.

8.6 CHALLENGES FACED BY CAA AND MITIGATION MEASURES

<table>
<thead>
<tr>
<th>No.</th>
<th>Challenge / Constraint</th>
<th>Measure / Strategy to address the issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Limited land for the proposed airport expansion especially for EIA. Ministry of Lands, Housing and Urban Development is yet to issue titles for Plot M121 (77 Ha of former MAAIF land to CAA). The land is still inadequate and the lasting solution will be to acquire the whole of plot M121 and the Kigungu Peninsula.</td>
<td>Minister of Works and Transport to continue engaging the Minister of Agriculture, Animal Industry and Fisheries and Minister of Lands, Housing and Urban Development to resolve this matter.</td>
</tr>
<tr>
<td>2</td>
<td>Big and growing debt accumulated by Government Ministries and Departments and the UN (MONUSCO and UNAMIS). The debt, by end of April 2016, had accumulated to UGX 80.53 Billion.</td>
<td>MoWT and CAA to continue engaging MoFPED on this issue. The Auditor General approved UGX57,443,214,539 as at 30th September 2014 and this is pending clearance by MoFPED.</td>
</tr>
<tr>
<td>3</td>
<td>Unfavorable taxation attempts that contravene international conventions, agreements and policies. These include VAT on airport passenger service charge, taxes on equipment used in search and rescue services, security services, accident investigation and rescue and firefighting services.</td>
<td>Minister of Works and Transport to continue engaging Ministry of Finance, Planning and Economic Development (URA) on this matter.</td>
</tr>
<tr>
<td>4</td>
<td>Insufficient funding for maintenance and development of regional airports and minimal financial support for VVIP&amp;VIP operations and airport security</td>
<td>Minister of Works and Transport to engage Ministry of Finance to increase Government funding for the non-commercial services.</td>
</tr>
</tbody>
</table>
9.0 PERFORMANCE OF UGANDA RAILWAYS CORPORATION FY 2017/18

9.1 INTRODUCTION

- **Mandate**
  - URC is a corporate organization reporting to the Ministry of Works and Transport and established under an act of parliament to construct, operate and maintain railway, marine and road services both inside and outside Uganda for the carriage of passengers and goods.

- **Vision Statement**
  - To be a world class railways and marine transport provider within the region.

- **Mission Statement**
  - To establish and manage reliable, efficient and safe railways and marine transport services in East Africa for sustainable economic and social development.

- **Core values**
  - accountability, integrity, teamwork, reliability, innovation, efficiency and safety.
9.0 PERFORMANCE OF UGANDA RAILWAYS CORPORATION FY 2017/18

9.1 INTRODUCTION CONTINUED…..

- In November 2006, the operations of URC were privatized by way of a 25-year concession to M/S Rift Valley Railways (Uganda) Ltd (RVRU) to increase efficiency and service delivery.
- However, the Concession over the eleven years remained marginally satisfactory and the rail mode market share declined to less than 5%.
- In January 2018, URC took over the operations and maintenance of the Railways from RVR after the failed Concession.
- The last five months URC has registered some success, there were also a number of challenges
  - **The successes included:**
    a) Stable freight operations,
    b) Rehabilitation of Kampala – Port Bell line.
    c) Re-opening of the central corridor also known as Southern Route.
    d) Re-start of railway commuter operations;
  - **The challenges included:**
    a) Fuel shortages in Kenya for Kenya Railways Corp in regards to the Meter Gauge Railway.
    b) Poor maintenance of the permanent way, and
    c) Logistical delays at the SGR offices in Kenya.

9.2 Financial Performance

- For the period between February and June 2018, the operating deficit stood at UGX. 2,108,994,000, registering 36% above the budgeted operating deficit of UGX. 3,513,000,000.
- The overall poor performance was attributed to the poor state of the assets among other factors.

9.3 Post Concession Performance

- **Freight operations:**
  a) Over the last 5 months, freight operations were fairly smooth between Malaba and Kampala with transit time of two (2) days on average.
  b) A total of 45,383 net tons were consigned in both directions and 44,466 net tons were delivered by the end of June 2018, representing 97% operational efficiency.
- **The Permanent Way (Track)**
  a) Only 20.9% of the entire rail net work (1,266 KM) was operational.
PERFORMANCE OF UGANDA RAILWAYS CORPORATION FY 2017/18

- The Permanent Way (Track) Continued....

b) Due to frequent derailing between 12-15% of the main railway, the train speed was placed under temporary speed restrictions. This leads to poor transit times of less than 30 km per hour.

c) Detailed designs for the rehabilitation of the Tororo – Gulu line were completed and the Resettlement Action Plan is before the Chief Government Valuer for approval.

d) The GoU secured funding of Euros 21 million from the EU for the rehabilitation of Tororo-Gulu line and will also contribute Euros 13 million as counterpart funding of which UGX 5.0 billion is earmarked in budget for FY2018/19 for RAP implementation.

- Yards, Sidings and Terminal Operations

a) The Kampala Goods Shed and Mukono ICD Terminals are now operational with the latter currently handling the majority of loading and off-loading operations.

PERFORMANCE OF UGANDA RAILWAYS CORPORATION FY 2017/18

- Rolling Stock

a) Out of 43 Locomotives conceded, only 15 Locomotives were active of which only 6 were running and 9 were under repair in workshops. The rest of the 28 Locomotives were non-active with multiple mechanical defects.

b) Out of the 1,339 wagons and coaches handed over, 601 were operational while 738 were dysfunctional.

c) Out of the 240 wagons purchased, 155 were fit for operations at the time of takeover from RVRU.

d) Two breakdown cranes – (Caillard 80 Ton & Gottward 60 Ton) were taken over. Both cranes are operational but urgently needed numerous major repairs because of several defects.

e) 2 Container Handling (Fantuzzi) cranes were taken over but are non-operational and are in a disrepair state. Also, one Pick and Carry Crane and one Fork Lift for Nalukongolo workshops were non-functional.

f) Nalukologolo Workshop had a total of 211, Kampala Goods Shed had a total of 16, Jinja station had a total of 6 and Tororo station had a total of 17 machinery and plants respectively.
9.4 PROGRESS OF URC PROJECTS AND PROGRAMMES - FY 2017/18

   b) Assessment has been done for 92% of the entire route and 101KM out of 273KM of Right of Way have been acquired. The process to acquire the rest of the ROW continues.
   c) SGR harmonization between the Government of Uganda and the Government of Kenya was undertaken. A Bilateral Agreement on seamless and joint operations of the Mombasa- Kampala SGR section was signed between the two countries.
   d) National/Local Content mainstreaming is on-going. A plan was prepared for at least USD 700m to be spent locally during the construction of the Malaba-Kampala SGR.
   e) A Draft Human Resource Capacity Development Plan has been prepared to ensure skills transfer to Ugandan Nationals.
   f) For the Western and Southern routes, Preliminary Engineering Designs and Environmental Impact Assessment were completed by Gauff from Germany.
   g) Bankable Feasibility Study undertaken by CCECC was completed on the Northern Route.

2. Greater Kampala Metropolitan Area Light Rail System (GKMA LRT)
   a) The GKMA LRT Feasibility Study has been completed. The LRT project was submitted to MoFPED-PPP unit for screening.

Projects under the Meter Gauge Railway (MGR)

3. Re-Opening of the Southern Route Operations
   - In preparation of the re-opening of the routes, URC and key stakeholders i.e. Central Corridor, Tanzania Ports Authority, Tanzania Railways Corporation, etc held various strategic and technical level meetings to harmonize and streamline processes for smooth and seamless operations on the route.
   - The Kampala - Port Bell- Mwanza - Dar-Es-salaam route was re-opened on 26th June 2018 with the receipt of MV Umoja (Tanzanian wagon ferry) and the route is now operational for Roll On- Roll Off wagon ferries. The first consignment of a total of 200 metric tonnes was received at Port Bell.
Projects under the Meter Gauge Railway (MGR) continued….

4. Rehabilitation of Kampala - Port Bell line
   • This was undertaken from February – May 2018 and the line is now operational

5. Rehabilitation of the Tororo – Pakwach route
   • The European Union earmarked €21 million for the rehabilitation of the Tororo-Gulu railway line. Detailed designs for the rehabilitation of the Tororo – Gulu line were completed and procurement of contractor is underway.
   • The Government of Uganda will meet the cost of compensating and relocating Project Affected Persons. The Resettlement Action Plan is before the Chief Government Valuer for approval.

6. Supervision of Upgrading of level crossings on UNRA roads
   • URC designed and supervised the upgrading of the level crossing on Eng. Zikusoka Way in Jinja Municipality.

7. Reconditioning of Steel Sleepers and Supply of Ballast contracts
   • URC reconditioned 46 sleepers out of the 100 dented/damaged and these were utilized to replace the sleepers that were vandalized at various locations between Mukono and Nyenga stations.
   • The contract for supply 2400 cubic meters of ballast was awarded and is awaiting approval at the Solicitor General’s Office.

8. Boundary Marker Phase IV
   • Site reconnaissance survey for Phase IV boundary markers was conducted in preparation for erection of markers. Procurement is at evaluation stage.

9. Passenger Services Operations
   a) The service was re-started in the month of February 2018. The five months’ period up to June 2018 registered a total of 328 trains between Kampala – Namanve.
   b) The total passengers moved totaled 162,749, against the targeted 145,464, representing 12% above the target.
   c) The Ridership and Revenue collections for the period were 162,749 and UGX 161.63Mn respectively.
9.5 CHALLENGES FACED BY URC - FY 2017/18

a) Procurement of the requisite repair and maintenance spares and material items was painstakingly very slow. This adversely affected maintenance and repair efforts of the permanent way, locomotives, wagons and coaches, electrical installations and workshops machinery and plants.

✓ As a fall-back position, URC is retrieving track materials held by police as exhibits for immediate use and cannibalisation of some of the locomotives and wagons. However, URC is in the process of ordering the necessary spares for both civil and mechanical rehabilitation.

b) There was an apparent knowledge and skills gaps amongst our technicians in the repair and maintenance of Diesel Electric Locomotives. This was majorly because most of the Nalukolongo workshop earlier trained and experienced technicians were retired during the concession era, which resulted into a skills gap.

c) Rampant vandalism of railway track materials along the line. Engagement of railway police is addressing this problem to some extent.

d) Encroachment on railway reserve land

10. PERFORMANCE OF VOTE 500-LGS

❑ Vote 500 has two main components namely;
  a) PRDP (implemented through OPM)
  b) RTI (implemented through MoWT)

❑ Financial performance
  ✓ Approved budget was UGX 22.84 Bn and Budget performance was 100%.

❑ Rural Transport infrastructure (RTI) Grant
  ✓ The RTI grant covers the districts of North and North Eastern Uganda which were affected by the LRA war which lasted for over 20 years.
  ✓ It is a continuation of the Danish support to Uganda Road Sector Programme Support (RSPS) and Rural Roads Programme (RRP).

❑ Physical Performance
  ✓ 25 Km of low cost sealing were completed under RTI in FY 2017/18 in the districts of Bukadea, Kumi, Ngora, Serere, Soroti, Dokolo, Kaberamaido, Lira, Gulu, Lamwo, Kitgum, Oyam, Apac, Otuke, Alebtong, Amolatar, Kole, Agago, Nwoya, Pader, Amuru, KatakwI and Amuria. Also, 8.5Km were rehabilitated.
10.1 PERFORMANCE OF VOTE 500-LGS (Completed Projects- 35.18KM)

<table>
<thead>
<tr>
<th>SN</th>
<th>DISTRICT</th>
<th>Road/Bridge/CAS Intervention</th>
<th>Planned output to FY 2017/18</th>
<th>Performance as at end of FY 2017/18</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bukedea</td>
<td>Rehabilitation of Buleeda-Kojo Road</td>
<td>8.5 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Low Cost Sealing of Buleeda - Mabura Road</td>
<td>1.0 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>3</td>
<td>Amolatar</td>
<td>Low Cost Sealing of Omala TC-Oboyo-Anamido P/S</td>
<td>7.5 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>4</td>
<td>Kitgum</td>
<td>Auch-Lanyabyeeng</td>
<td>2.0 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>5</td>
<td>Oyam</td>
<td>Low Cost Sealing of Abdi-Awangi road</td>
<td>1.7 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>6</td>
<td>Kumi</td>
<td>Low Cost Sealing of Kanyum-Aitur-Malera Road</td>
<td>1.5 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>7</td>
<td>Amuria</td>
<td>Low Cost Sealing Amuria Town Council Road</td>
<td>1.3 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>8</td>
<td>Katakwi</td>
<td>Low Cost Sealing of Abbei-Omoroli-Adere</td>
<td>1.3 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>9</td>
<td>Lamwo</td>
<td>Ruthe Simon - Paloya road</td>
<td>1.3 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>10</td>
<td>Kole</td>
<td>Low cost sealing of Conner-Park Road</td>
<td>1.2 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>11</td>
<td>Agago</td>
<td>Low Cost Sealing of Kojong TC roads</td>
<td>1.0 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>12</td>
<td>Abibong</td>
<td>Low Cost Sealing of Abibong-Aki Road</td>
<td>1.0 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>13</td>
<td>Kaberama</td>
<td>Low Cost Sealing of KabaliKaberamalo Road</td>
<td>1.0 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>stone pitching of Kabali Kaberamalo Road</td>
<td>0.3 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>15</td>
<td>Nwoya</td>
<td>Low Cost Sealing of Anaka TC-Amuru Road</td>
<td>1.0 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>16</td>
<td>Ngara</td>
<td>Maintenance of Ngara Mukura Road</td>
<td>0.88 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>17</td>
<td>Lira</td>
<td>Odokomibi-Lira University road</td>
<td>0.8 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>18</td>
<td></td>
<td>Stone pitching of Lira-Boroobo Road</td>
<td>0.7 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>19</td>
<td>Pader</td>
<td>Low Cost Sealing of Oryem Bosco Road +290m, Link 1 70m, Can agura Road, and Mayor Avenue</td>
<td>0.7 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>20</td>
<td>Amuru</td>
<td>Low Cost Sealing of Enugu TC Road</td>
<td>0.5 Km</td>
<td>100%</td>
<td>Completed</td>
</tr>
</tbody>
</table>

10.2 PERFORMANCE OF VOTE 500-LGS (On-going road projects- 7.13KM)

<table>
<thead>
<tr>
<th>SN</th>
<th>DISTRICT</th>
<th>Road/Bridge/CAS Intervention</th>
<th>Planned output to FY 2017/18</th>
<th>Performance as at end of FY 2017/18</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Serere</td>
<td>Low Cost Sealing of Kamodi-Kasilo road</td>
<td>0.7 Km</td>
<td>70%</td>
<td>Work still in progress</td>
</tr>
<tr>
<td>2</td>
<td>Apac</td>
<td>Low Cost Sealing of Alenga-Akung Road</td>
<td>1.5 Km</td>
<td>50%</td>
<td>Base completed</td>
</tr>
<tr>
<td>3</td>
<td>Soroti</td>
<td>Low Cost Sealing of Tira Road - Kamude Aboket Road</td>
<td>1.2 Km</td>
<td>50%</td>
<td>Work still in progress</td>
</tr>
<tr>
<td>4</td>
<td>Otuke</td>
<td>Low Cost Sealing of Alidi Swamp Crossing</td>
<td>0.9 Km</td>
<td>50%</td>
<td>Base completed</td>
</tr>
<tr>
<td>5</td>
<td>Gulu</td>
<td>Low Cost Sealing of Laroo - Pageya road</td>
<td>1.0 Km</td>
<td>40%</td>
<td>Work in progress using Force Account</td>
</tr>
<tr>
<td>6</td>
<td>Ngora</td>
<td>Low Cost Sealing of Adokari Swamp along Ngora-Mukura Road</td>
<td>0.63 Km</td>
<td>40%</td>
<td>Work still in progress</td>
</tr>
<tr>
<td>7</td>
<td>Dokolo</td>
<td>Low Cost Sealing of Acandyang-Otururao Road</td>
<td>1.2 Km</td>
<td>30%</td>
<td>Formation done, Base Construction ongoing</td>
</tr>
</tbody>
</table>
11.0 PERFORMANCE OF KCCA - DIRECTORATE OF ENGINEERING AND TECHNICAL SERVICES- FY 2017/18

- Kampala City comprises 2,110km of roads of which only 599 km is paved (28.3%).

- Financial performance

<table>
<thead>
<tr>
<th>BUDGET ITEM</th>
<th>APPROVED BUDGET</th>
<th>RELEASED BUDGET</th>
<th>TOTAL EXPENDITURE</th>
<th>UNSPENT BALANCES</th>
<th>ABSORPTION (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOU</td>
<td>84.900</td>
<td>84.42</td>
<td>83.813</td>
<td>0.611</td>
<td>99%</td>
</tr>
<tr>
<td>NTR</td>
<td>2.286</td>
<td>0.23</td>
<td>0.228</td>
<td>0.002</td>
<td>99%</td>
</tr>
<tr>
<td>KIIDP2 Grant</td>
<td>172.790</td>
<td>99.25</td>
<td>47.694</td>
<td>51.560</td>
<td>48%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>259.976</td>
<td>183.910</td>
<td>131.734</td>
<td>52.173</td>
<td>72%</td>
</tr>
</tbody>
</table>
11.1 PHYSICAL PERFORMANCE OF KCCA - DIRECTORATE OF ENGINEERING AND TECHNICAL SERVICES- FY 2017/18

- 17km of roads were completed under GOU funding. These included Archer Road – 0.75km, Mengo Hill Road – 0.75km, Kayinda Road – 0.55km, Mackay Road – 1.6km, Sembere Road – 1.5km, Kevina Road – 1.2km, Kalungu Road – 2.5km, Magambo Road – 0.9km, Kiziri Road – 0.75km, Waligo road and NWSC Road - 0.65km.

- Under the KIIDP2 Grant, dueling of 3.9km was fully completed. These included Makerere hill road-1.7Km and Bakuli- Nakulabye –Kasubi (BNK) road- 2.2Km. The last Junction of BNK road was not constructed because of the delayed relocation of Kasubi Market vendors who are currently operating within the road reserve of the junction.

- Signalization of 11No. junctions was carried out: Junju road, Makerere University, Gaddafi Road, Kyadondo Road, Sir Apollo Kagga road, Nakulabye junction, Kyadondo junction, Wampewo/Upper Kololo, Lugogobypass/Upper Kololo, Lugogo bypass/Naguru road and Jinja road/Lugogo bypass.

- Multi modal Urban Transport Masterplan for GKMA- Draft Final Report was prepared. The travel time in Kampala is 4.2mins/Km and average speed in GKMA is 4.4km/hr.

- Road improvement works totaling to 44.85KM (upgrading and reconstruction) are on-going at various stages.

11.2 PERFORMANCE OF KCCA - DIRECTORATE OF ENGINEERING AND TECHNICAL SERVICES- FY 2017/18

- Roads installed with street lights in FY 2017/18

<table>
<thead>
<tr>
<th>No</th>
<th>Specific locations/ Road names</th>
<th>Total Number of Solar lights Installed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bombo road, Kampala road, Jinja road, Nile Avenue, Speke road, Entebbe road and Queens way</td>
<td>750</td>
</tr>
<tr>
<td>2</td>
<td>Mutundwe, Weraga, Wansanso, Bahai and Lugoba roads</td>
<td>156</td>
</tr>
<tr>
<td>3</td>
<td>Lake Drive</td>
<td>51</td>
</tr>
<tr>
<td>4</td>
<td>Luthuli, Bandali and Princess Ann</td>
<td>110</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>1,067</td>
</tr>
</tbody>
</table>
11.3 Performance of KCCA - Directorate of Engineering and Technical Services - FY 2017/18

- Key Challenges faced in FY 2017/18
  i. Dilapidated and inadequate road network: Most of the roads need overhaul as they have outlived their existence. Also, Kampala roads have limited capacity and were not built for the high volume traffic, and hence congestion.
  ii. Under Funding: The combined funds available to road construction from Government allocations and KCCA's own resources are insufficient to finance needed infrastructure improvements that address the continuous growth of traffic in Kampala.
  iii. Lack of adequate road reserves: Most roads are unplanned and lack adequate rights of way for improvement. This makes road improvements very costly as the required geometrical designs cannot be achieved without significant resettlement and acquisition of rights of way.
  iv. Lack of safe NMT facilities: Although most trips are made by pedestrians, there is a lack of pedestrian facilities on most roads. In many cases pedestrians are forced to share carriageways with vehicles exposing themselves to accidents.
  v. Lack of an integrated and affordable public transport system: The public transport system is fragmented and dominated by low capacity minibuses and boda bodas. A mass transit system is needed to serve as the backbone of the transport system in Kampala.

7.0 Conclusion of the Annual Sector Performance Report FY 2017/18

- Sector Performance during FY 2017/18 was generally positive though lower than NDPII targets
- Inadequate Funding (budget allocations and releases) remains the biggest constraint to the Ministry and the sector as a whole as key sector interventions in the NDPII and Government Manifesto remain un/under funded.
- We request for your continued support in advocating for an increase in the Sector Budget for improved performance and service delivery.

Thank You
11.1 PHYSICAL PERFORMANCE OF KCCA - DIRECTORATE OF ENGINEERING AND TECHNICAL SERVICES - FY 2017/18

- 17 km of roads were completed under GOU funding. These included Archer Road – 0.75 km, Mengo Hill Road – 0.75 km, Kayinda Road – 0.55 km, Mackay Road – 1.6 km, Sembera Road – 1.5 km, Kevina Road – 1.2 km, Kalungu Road – 2.5 km, Magambo Road – 0.9 km, Kiziri Road – 0.75 km, and Waligo Road - 0.65 km.

- Under the KIIDP2 Grant, dueling of 3.9 km was fully completed. These included Makerere Hill road-1.7 km and Bakuli- Nakulabye – Kasubi (BNK) road- 2.2 km. The last Junction of BNK road was not constructed because of the delayed relocation of Kasubi Market vendors who are currently operating within the road reserve of the junction.

- Signalization of 11 No. junctions was carried out: Junju road, Makerere University, Gaddafi Road, Kyadondo Road, Sir Apollo Kaggwa road, Nakulabye junction, Kyadondo junction, Wampewo/Upper Kololo, Lugogobypass/Upper Kololo, Lugogo bypass/Naguru road and Jinja road/Lugogo bypass.

- Multi modal Urban Transport Masterplan for GKMA - Draft Final Report was prepared. The travel time in Kampala is 4.2 mins/Km and average speed in GKMA is 4.4 km/hr.

- Road improvement works totaling to 44.85 km (upgrading and reconstruction) are ongoing at various stages.

11.2 PERFORMANCE OF KCCA - DIRECTORATE OF ENGINEERING AND TECHNICAL SERVICES - FY 2017/18

- Roads installed with street lights in FY 2017/18:

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<tr>
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THANK YOU
Budget Monitoring and Accountability Unit

The GoU funded unit seeks to improve accountability and efficiency in public expenditure by conducting semi-annual and annual performance assessments of the implementation of selected government programs/projects.

Areas of focus: **Accountability, Agriculture, Education, Energy, Health, ICT, Industrialization, Microfinance, Roads, Water and Sanitation, and Public Sector Management.**

The unit assesses the extent to which the budgets, planned outputs and targets are executed as they relate to the sector objectives.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Score</th>
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<tr>
<td>Good</td>
<td>70 - 89%</td>
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<tr>
<td>Fair</td>
<td>50 - 69%</td>
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<table>
<thead>
<tr>
<th>Votes</th>
<th>Vote Names</th>
<th>Approved Budget (Ug shs billion)</th>
<th>Release (Ug shs billion)</th>
<th>Spent (Ug shs billion)</th>
<th>% Budget released</th>
<th>% Budget Spent</th>
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<tr>
<td>016</td>
<td>MoWT</td>
<td>461.110</td>
<td>423.334</td>
<td>417.08</td>
<td>91.8</td>
<td>90.5</td>
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<tr>
<td>113</td>
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<td>417.36</td>
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<td>3,406.27</td>
<td>2,949.69</td>
<td>75.7</td>
<td>65.6</td>
<td>86.6</td>
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</table>

Highlights of FY 2017/18 Performance

- Overall sector budget increased by 28.88% from Ug shs 3,491.16 bn in FY2016/17 to Ug shs 4,499.47 bn
- 75.7% of annual budget was disbursed of which 86.6% was absorbed.
Highlights of FY 2016/17 Performance

- Overall annual physical performance was good at 72%.
- National Roads Construction and Rehabilitation Programme performance was fair at 55% - 386/700 km
- MoWT’s performance was fair at 61%
- URF was good at 78%.

National Roads Maintenance and DUCAR performances were good at an estimated 70% and 86% respectively.

Achievements

- Upgrading road project under substantial completion: of: Kampala - Entebbe Expressway/ Munyonyo road (51km), Mpigi-Kanoni road (65km), Mukono-Kyetume-Katosi/Nyenga road (74km), Gulu- Acholibur road (77.7km), Acholibur - Kitgum-Musingo road (87.4km), Rushere-Nshwerenke road (11.1km ) and Mbarara Bypass (14km) under the upgrading road project;

- Rehabilitation projects under substantial completion of: Section of Mbarara (Buteraniro)-Ntungamo-Kabale-Katuna (27km), Phase One of Nansana - Busunju road (30Km), Namunsi-Sironko-Muyembe/Kapchorwa (65km)

- Construction of Nyalit (15m) and Seretiyo (20m) bridges on Kapchorwa – Suam road and Cido Bridge on Nebbi - Goli road.
Achievements

- Over 90% of the District Local Governments attained 100% of the annual targets due to the recipient of the new Japanese equipment.

- All the new municipalities did not achieve their annual targets due to lack of road equipment units.

- UNRA stations achieved approximately 70% of their annual targets with the major hindrance being the lack of full sound equipment units.

- The MoWT force account units did not achieve their targets due to the lengthy procurement process of the materials and inadequate funds trickling down to the force account implementing units.

Implementing Issues – UNRA Projects

- **Poor mobilization by the contractors** especially in terms of plant/equipment and key project personnel. Bulima-Kabwoya (60 km) and Kabwoya-Kagadi-Kyenjojo (100 km).

- **Slow pace of the land acquisition for the Right of Way** like on Kashenyi-Mittooma (11.53km), Bumbobi-Lwakhakha (44.5km), Kampala-Entebbe Expressway (51km), Expansion of the Northern Bypass (17km), Musita-Lumino/Busia-Majani (104km), Mpigi-Kanoni (65km), Kanoni-Ssembabule-Villa Maria (110km) and Mubende-Kakumiro-Kagadi (107km).

- **Insufficient and inadequate designs** especially for rehabilitation projects which lead to substantial change in scope of works thus calling for additional resources, for example, Kyenjojo-Fort Portal (50km), Nansana-Busunju (48.1km), Hima – Katunguru (58km).

- **Delayed issuance of statutory approvals** by NEMA on almost all projects and UWA for projects traversing the national parks.
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- **Issues that affected performance - MoWT**
  - Clearing of outstanding payments from the previous financial year.
  - Delays in the procurement of inputs for force account inputs.
  - Lack of sound equipment in the force account units in the first half of the FY.
  - Inadequate funds trickling down to the force account implementing units despite over 100% release of funds for the projects.

- **Key Implementation Issues - URF**
  - Lack of full sets of road maintenance equipment units at the municipalities and UNRA stations.
  - Inadequate budget allocation for equipment maintenance (mechanical imprest) for all implementing agencies. This is likely to accelerate the ageing of the newly acquired equipment unit.
  - Understaffing in the Local Governments with a number of staff positions in the Works Department not filled.
  - Dilapidated and expanded road network in the Local Governments that requires rehabilitation instead of routine maintenance.
Cross cutting Issues/Challenges

- **Weak coordination between public institutions, programmes and implementing agencies.** For instance between NEMA, UWA, UMEME, NWSC, ERA and UNRA.

- **Inadequate facilitation for monitoring** across all programmes especially vehicles for supervision of works.

- **Prolonged rainy season** which affected progress of works on development projects and caused emergencies in maintenance programs.

 Recommendations

- UNRA should give priority to paying the arrears arising from outstanding certificates and invoices raised in the FY 2017/18.

- The GoU through the sector working groups should spearhead the harmonisation of sector plans in order to curb the financial losses resulting from uncoordinated investments or planning.

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- The UNRA should ensure that projects commence with at least 60% of the RoW for a project corridor is acquired.
- The UNRA further ensure that project designs are reviewed or updated prior to tendering to curb on issues arising from changes in scope of works.
- The MoWT development projects should prioritize funding for road works not consumptive activities.

Observations

A completed section of Acholibur-Kitgum-Misingo project

The 2nd Nile Bridge at Jinja works
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Observations

A section of the Entebbe Expressway at the Busabala road junction along the Kajansi-Munyonyo Spur. A section of a the completed Mpigi-Kanoni road project at Km 38

A box-culvert at Kichwamba Swamp in Ishaka Division in Bushenyi-Ishaka Municipality. A section of Eruba-Logiri road (23km) after grading and gravelling works using Force Account intervention of Arua UNRA Station.
Observations

Effects of the prolonged heavy rains in Rukiga district along Sindi-Kidogende road at Km 0+400.

A gravelled section of Nsinze-Naigombwa road (5.3km) in Namutumba District that was washed away by heavy rains.

Thank you for listening
1. Composition of the Monitoring Team:

i. Ministry of Works and Transport  
ii. Office of the Prime Minister  
iii. Ministry of Finance Planning and Economic Development  
iv. Uganda Road Fund  
v. Uganda National Roads Authority  
vi. Civil Aviation Authority  
vii. National Planning Authority  
viii. Uganda Railways Corporation  
ix. Kampala Capital City Authority  
x. Civil Society Organization  
xi. Development Partners
2. Specific tasks of the Monitoring Team:

i. Assess the progress of implementation of specific infrastructure projects that were planned for FY 2016/17;

ii. Identify challenges in regard to ongoing infrastructure projects;

iii. Identify lessons learnt in implementing force account in sampled district local authorities

3. Scope of Work-Projects Visited

A total of 35 Projects were visited

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- Bridges
- Force account
- ICD
- Border post
- Weighbridge
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   - SGS
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   - ICD
   - Border post
   - Weighbridge
   - Kampala-Portbell Line
   - MV Kawa
   - SGS Namave
   - Bandar Central Road, Ximera Road, Kissimobile Road
   - Nsobba Road, Kafeera Road, Muganzi
   - Kiyindi Ferry/Landing site
   - Mungo Hill Road, Lurige Road, Mutebi Road
   - Northern by Pass
   - SGS Kawenda
   - Entebbe Expressway
   - Expansion of Entebbe International Airport

3.1-List of Projects Visited

Western
- Kyenjojo - Kabwoya
- Kabwoya - Bulima
- Hoima USMID
- Mubende –Kakumiro - Kapadi
- Mubende weigh bridge
- Nansana Busunju
- Mpigi – Kanoni - Ssembabule

Northern
- Force Account Equipment (Nakasongola)
- Acholi-Kitgum-Musingo
- Gulu – Oleyin Road
- Gulu Airport
- Lira USMID
- Namawule landing site
- Elegu border Post
- Gulu ICD
- Luwero weigh bridge

Eastern
- Mukono – Kyetume – Katoni
- Naka Bridge
- Meltac (sites to be proposed)
- Kiyindi Ferry/Landing site
- USMID Mbale
- Force Account (Kayunga)
- Nakalama – Tirinya Road
- Mbuza –Lumino
- Bumbuli – Lwakshaka
- Obuuki Bridge - Kumi

4.0 Methodology

- Site visits
- Observations and recording
- Meetings with the Project Contractors and Supervisors
- Direct interviews with stakeholders
- reviewing Project Progress Reports
3.1 List of Projects Visited

- Force Account Equipment (Nakaseke)
- Acholibur-Kitgum-Musingo
- Gulu – Olwiyo Road
- Gulu Airport
- Lira USMID
- Namasale Landing site
- Elegu Border Post
- Gulu ICD
- Luwero weigh bridge
- Mukono – Kyetume –Katosi
- Nile Bridge
- Meltec (sites to be proposed)
- Kiyindi Ferry/Landing site
- USMID Mbale
- Force Account (Kayunga)
- Nakalama – Tirinyi Road
- Musita –Lumino
- Bumbobi – Lwakhakha
- Okokol Bridge - Kumi
- Kampala-Portbell Line
- MV Kaawa
- SGS Namanve
- Banda Central Road, Kimera Road,
  Kisosonkole Road
- Nsooba Road, Kafeera Road, Muganzi
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KEY FINDINGS

Financier/Consultant/Contractor

- UNRA In-house supervisor team after expiry of contracts
- ADB
- DID
- World Bank
### General Observations

i. Most of the projects were on course and it was evident that significant progress had been made towards their implementation. Some projects had, however, not been completed within the originally envisaged time and were seeking extension in the completion timelines.

ii. Land compensation issues, delays in PAP payments, Land tenure and ownership problems that are affecting the Right of Way Clearance, Encroachment of road reserves by developers, In urban centers inadequate road space necessitating compensation or deviation from minimum road standards. Some road sections have been left out of the work scope until adequate right of way is availed by the PAPs, Delayed land acquisitions processes, court injunctions, witchcraft, Delayed in getting NEMA approvals, etc.

iii. There were widespread imbalances in male and female staff ratios in favour of males in most projects. In most projects, the ratio of females to males was less than 10% of the entire project team. The project teams said although efforts had been made to increase gender balance, it hasn’t been possible to attain gender parity in project implementation staff. On a positive note, most of the project teams said the few women they employ are very reliable, committed and trustworthy.

### General Observations cont..

iv. It was also evident that most projects incorporate health, safety and environmental issues. All projects had dedicated service providers of health education, health care, HIV/ AIDS sensitizations and distribution of information, education and communication (IEC) materials as well as community outreach and sensitization programs. Most projects also had approved environmental plans, dust control measures and mechanisms to deal with waste disposal.

v. Changes in scope, frequent change of project staff, Excessive unpredicted rock excavations at several locations that has slowed down the general progress of works.

vi. Unpredictable weather patterns/bad weather/ abnormal rains,

vii. Road reserve needs protection.

viii. Delayed mobilization of resources and equipment by contractors are some of the issues limiting the timely completion of most projects. Frequent breakdown of key equipment which impedes the progress of works.

ix. Contractor’s poor cash flow resulting into slow progress; The effect of delayed payments of IPCs that constrained the contractor’s cash flow which has resulted in inadequate supply of the required resources.
General Observations cont..

xi. Delay of the relocation of utilities within the right of way limit along the project road

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xiii. Security of the Staff at the weighbridge/ Limited Parking Space for impounded Vehicles

xiv. There is increased demand of the ferries on the lake and therefore contingency ferries should be procured.

xv. During the period of dormancy, encroachers constructed houses up to the railway line and it was not easy to send them away. Up to-date, people still leave within the line reserve;

Recommendations

- Government should expedite the process of land acquisition on all pending projects
- The consultant should not hand over the project before the designs are complete.
- PAPs who have occupied road reserves and have been compensated should be forced to vacate.
- The Injurious Affected Persons (IAP) should be relocated now because a number of persons have been observed in some projects
- Encroachers on the railway reserve and surrounding wetlands need to be sent away
THANK YOU
ACHIEVING THE MINIMUM AGENDA FOR ECONOMIC AND SOCIAL TRANSFORMATION THROUGH THE TRANSPORT SECTOR

By Eng. SENGENDO LAWRENCE

Msc Int. Constr. Mgmt (UK), BEng Civ Eng, HND Civ. Eng (UPK), Dip Arch (UPK)

CHAIRPERSON CISCOT

“In the absence of a narrative of explanation, is eroding the ethics of engagement”. Philosopher Michael Ignatieff

Introduction

The Civil Society Coalition on Transport in Uganda (CISCOT) aims to contribute to an efficient, effective and safe transport system. It brings together organizations to harness the potential of civil society and to build a strong, collective voice to address the needs and concerns of citizens on transport issues. Created in 2013, the Coalition focuses on three broad areas: Citizen Mobilization and support. Sector monitoring, advocacy and influence. Coalition building and institutional development.

As a Civil Society, we deeply note that transportation needs are increasing all over the world specifically in developed regions seeking to grow their economies while reducing carbon emissions, and in developing regions where vast numbers of people are, for the first time, accessing global markets. A call for advanced 21st-century networks of roads, airports, shipping facilities, train routes, and public transportation is resounding in cities, small communities, and rural areas alike. Investment in transportation infrastructure is surging globally, with money going into the development of new transportation systems as well as upgrades and extensions of older ones. At the same time, the transformation of the global economy through digitization is driving new patterns of transport for both goods and people.

We are also aware from a civil society point of view that apparently in Uganda, the challenge of moving people and cargo efficiently, safely, and sustainably while providing transportation for all segments of society, not just the wealthy remains a very big problem. Although new aspects like incorporation of Non Motorized Transport (NMT) systems in new road designs is welcome, we must continue to deliberately embrace new methods and new technologies if we are to build and operate transport systems that deliver transport goals while functioning inclusively for the benefit of all.

It is against this background that we highly propose the following issues that must be taken into account to meet United Nation Sustainable Development Goal 9, that focuses on
Building resilient infrastructure, promote inclusive and sustainable industrialization and fostering innovation.

**SIGNIFICANCE OF TRANSPORT INFRASTRUCTURE DEVELOPMENT.**

Infrastructure plays an important role in fostering economic growth and development of any country. More than half of Africa’s poor performance is attributed to its low infrastructure which continues to be a key bottleneck to economic growth, productivity and sustainable development. The effect of low infrastructure on the continent’s poor development is expected to become even greater in the future.

While we strive to increase the quantity and quality of investments in the sector to fill the infrastructure gaps in Uganda, it is important to plan and invest around the idea of people centred development and therefore the soft policy issues around citizenship must inform this drive and process to achieve a minimum economic and social transformative agenda towards livelihoods, income and wealth in an environment that fosters the rule of law and human rights in their broad economic, social and cultural setting.

It is also trite to state that engendering Disability, Employment, Environment, Climate Change, Safety, security, Human Rights and the rule of law, Social development, gender especially affirmative action for women and issues of child labour should not only be part of the planning and policy formulation process but the budget allocation must speak to them. The current allocation to these areas and the magnitude or importance attached to them lacks in many respects in spite of gradual progress made by the government, ministry of works and transport and development partners to address them through planning, policy and legal reform that looks to compliance, regulation and strict enforcement.

**CIVIL SOCIETY ROLE IN PUBLIC POLICY FORMULATION.**

The government and development Partners can do so much to aid CISCOT to enrich the thinking around the named issues of soft policy and we emphasise by way of a clarion call that this is the province of Civil society and CISCOT’s diverse expertise is precisely here, at the intersection of ideas and action. We demonstrated that in many ways when we were funded by CROSSROADS in our formative period. Our good ideas must contribute to strategic action and we hope that our efforts during the year and contributions in the series of engagements with government albeit a few and at the tail end of the formulation processes without pay most often and very little occasionally will help inform and improve the ministry’s and government’s decision making processes in the next year.

**RIGHT OF CIVIL SOCIETY TO PARTICIPATE IN THE POLICY FORMULATION PROCESS.**

It is provided that every Ugandan has a right to participate in the peaceful activities to influence the policies of government through civic organizations (Articles 38 clause 2 constitution of the republic of Uganda 1995 as amended).

It is through this provision and empowerment by the national objectives and directive principles of state policy and the national interest (Articles 8A constitution of the republic of Uganda 1995 as amended) and through policy entrepreneurship that we have been able to engage with government to the extent permissible by law and government while appreciating...
our role which is agitated by one area of our demands for accountable governance and leadership in the sector.

We applaud government for fulfilling its obligations to CISCOT and we demand for more in terms of engagement and depth for instance in the budget and budgeting process, in contracts negotiation, in the preparation of budgets, framework papers etc.

DEVELOPMENT PARTNERS.

While we note with gratitude the support of development Partners to government in the area of infrastructure development, they have not extended any assistance financial or technical to CISCOT since the last joint transport sector review conference. Our development partners in the last JTSR conference, specifically the EU Delegation in Uganda made a case for more engagement between CSOs and government.

We are hopeful that after this JTSR conference doors will be opened and widened for submission of our ideas for policy advocacy and generation of innovative transport services and capacity building programs in areas of transport, human rights and rule of law, public health in public transport, integration of environment, climate change in transport and infrastructure governance.

LAY MAN QUERIES ABOUT THE CURRENT TRANSPORT SECTOR

a) UNRA

Roads and works procured today are expensive compared to almost similar works in the region. A number of costs have been queried by the public being more expensive than similar roads some of which are even bigger than the ones we are constructing in Uganda. UNRA has never come out with any statement to explain such expensive roads. (impunity) They do not feel they need to explain to Ugandans. The cost of the road has been queried a number of times and the president also hinted on it a year ago but nothing has been done to improve the situation.

What is the role of the ERB, ARB and the Institution of quantity surveyors? Do this bodies in any way advise government or caution some of their members (Engineers, QSs) whoseem to deliberately misguided government about these high road costs. It is obvious that the PPDA is also ignorant of the costs of roads today and relies on the estimates from the engineers to inform the cost of the projects.

The Prime Minister opened a women’s hospital in Mulago that cost 47 million USD built using loan monies yet this seems to be a private hospital and anyone going there should be paying for the service. Why is the burden of a private hospital lumped onto the people of Uganda to repay. Payment for this loan should be from the payments of those enjoying the service.

Who was the contractor?

What percentage of the works was handled by Ugandans? Is there anyone with this information?

Contracts such as these are similar to the VVIP projects which are meant to be enjoyed by a privileged few and not directly speaking to solving Ugandans problems.
Such projects are similar to the expressways and the other projects under PPP. These projects could be procured expensively and unfairly. The Malaysian government has recently cancelled such contracts offered by the Chinese. They lend us money and bring their workers and firms here to take it back. Ugandans do not benefit from the construction.

What happened to the BUBU, local content policies? Government keeps on awarding most of the contracts to foreign firms who do not involve the locals or local professionals in execution of works. Governments should be seen to practice what it preaches or stop hoodwinking Ugandans while doing the opposite.

**UNRA DISSOLUTION**

Ugandans shall embrace such decisions if they are going to lead to cost savings but the department created in the Ministry should enjoy semi autonomy to avoid the ministries bureaucratic tendencies. The Ministry should brace itself to work smarter and avoid past mistakes. We need to see the Ministry embracing the corporate culture for work to move. Experienced engineers should be recruited and attached to on going projects to ensure cost and quality control.

Salaries of the workers should be increased and evened out across the board

Relevant officers should be sent for training or benchmarking trips and effect of such trips should be seen in an on going project and not just reporting and shelving the reports. Why would one go for a trip when we are not ready to use the technology?

We need to see a transition team set up immediately and appropriate qualified officers recruited in positions of weakness. The current officers should be vetted to ascertain their competence for holding the positions they hold in terms of qualifications, experience and whether they are registered with the different Engineering bodies.

These changes should start taking effect as soon as yesterday to ensure the country saves money. Why maintain an expensive system for another 3 years? How much money will Ugandans lose in this time? Can we see transition beginning.

Let’s have solutions tailored to Uganda and borrow a few good practises from our western friends and neighbours but not everything.

b) **URF**

The Uganda road fund should periodically indicate the status of roads in the country on a map and how far they have gone to maintain the network. Challenges must be brought forward quickly for resolution by the ministry. Usually these are financial challenges and the ministry should ensure that maintenance of roads is prioritised above other projects so that we do not lose or spend heavily on the already built network.

We need to see a deliberate increase in funds to the URF for regular maintenance of roads otherwise we risk high cost of maintenance or high rehabilitation costs.

We need to see the locals involved in the maintenance of roads around the country.

c) **MINISTRY OF WORKS**

We thank the Ministry of Works for the collaboration thus far, it has been positive and we have ourselves as Civil Society to fault if through the different fora they have engaged us we
have not actively informed the decisions but we are trying to ensure that we build capacity to efficiently and effectively engage with government and parliament. The engagement is still young and we are trying to get up to speed with the abbreviations, planned projects, ongoing projects whose execution had already been flagged off. In the future engagements we are going to request to have an item on the agenda of all these meetings to present our position after consultations. We will be sending appropriate officers to these engagements to get good debate and feedback from Civil Society.

Soon we will be building our own home as a Civil Society Coalition on Transport in Uganda (CISCOT) and are seeking support from any good friend, development partner who wishes Uganda well including Government.

The Ministry has absorbed a number of agencies and we would like to see the funding that was going to these agencies coming to the ministry for effective management of the sector. The ministry has alot on its table now and we expect a dot com ministry with a corporate culture instilled. The reasons why these agencies were created should be carefully examined by the ministry so that we do not slide back into the so called bad old times.

The ministry should clearly and quickly propose a working structure to absorb the dissolved and merged agencies. A structure that will produce results, avoid bureaucracy, be people oriented and be informed by logical on ground and engineering principles.

We would like to see a structure that speaks to the people of Uganda in terms of involvement in works, equal opportunities in job allocation, gender sensitivity, courteous and respectful to its people through regular communication and guidance. We would like to see a structure that respects time and allows for promotions and retirement of the aged to pave way for the young citizens.

We would like to see a structure that is proactive with effective planning, as has already been displayed, and one that protects its workers by guiding them, retraining them, motivating them and firing the bad apples.

Ugandans are tired of the Auditor General post-mortems of projects that were wrongly handled or expensively procured when the money has already been taken or lost. We need an Auditor General who is on ground to guide government works and activities and ensure that a red flag is raised early to avoid losses to our young country. We request the Minister of Works to relay the message to cabinet and parliament demanding a proactive Auditor general in the transport sector to avoid leakages.

In the joint sector review of the 2015/16 the road sector was report by UNRA in a the following format;

Progress of roads under construction
Roads upgraded from one class to another and their status
Roads due for rehabilitation
Roads under procurement
Roads under appraisal by development partners
Status of upgraded roads whose draft designs and bidding documents had been submitted
Roads under feasibility study and design

Ongoing procurement for design consultants

The last sector review lost most of us as most roads in the previous document were dropped and no mention of them was made. Most of these roads were sacrificed for the mushrooming expressways for example the roads Kisubi – Nakawuka – Natete, Nakawuka – Maya, Nakawuka – Mpigi, were dropped or abandoned yet it would have easily met the objectives of the Entebbe expressway at an even lower cost. (Another road Rukungiri - Kanungu connecting to Congo to Rwanda silent) The government seems to be neglecting the citizens using such high traffic demand roads for roads such as the expressway and there are fears that such road will not be made because they will render the expressway inactive since it moves to the same area. In developed countries were we are copying such expressways, care is first given to the normal public roads and they are made very good, one only goes onto the expressway to beat time but in Uganda things seem different.

We need to take care of our Uganda ‘sitting room’, Kampala and Wakiso District where visitors pass as they come to our country from Entebbe airport and through the other borders. Government should ensure that roads in Kampala and Wakiso are upgraded to tarmac because this is our ‘sitting room’. It is so ashamed to find a first class road in some villages yet 5 to 30km radius from the CBD, our sitting room, our guests are going through thick dust. Most of these roads are actually due for upgrading and the traffic on them is high. Most of the countries tax payers are actually living in these Kampala and Wakiso suburbs and one wonders why they pay such heavy taxes to be enjoyed by a small village that was promised a road yet it would have been comfortable with an appropriate class of road determined by the traffic designs..

**i) ALTERNATIVE LOW COST ROAD CONSTRUCTION**

All the so called ‘political roads’ should be built with low cost seals and technology borrowed from the MELTEC Training Academy to save on money but also involve the locals in the construction of the roads.

Road, Bridge Constructions done and tested by MELTEC have proved to last long especially on low traffic demand roads. Funding and facilitation to MELTEC should be increased and improved to allow for more research into other upcoming and new low cost technologies.

**ii) RATIFICATION OF GLOBAL POLICIES**

A number of policies should be ratified to allow participation on the international stage and we appreciate the Ministry for spearheading this drive thus far.

**iii) ENGAGEMENT WITH THE CHINESE AND OTHER FOREIGN CONTRACTORS IN INFRASTRUCTURE DEVELOPMENT**

This should be handled with great care since reports have been heard about the Chinese engagements with different countries and the relationships going sour. E.g Zambia, Kenya and recently Malaysia which cancelled most of its PPP contracts with the Chinese for reasons such as high cost, national priorities and escalating public debt. The public is suspicious about the mushrooming PPPs and construction done by foreign firms in Uganda.
iv) The government should produce a clear map of the country clearly showing the road network both planned, procured, ongoing and completed which should regularly be updated and gazetted and brief explanations of how the network speaks to their economic and social well being of the citizens.

v) We would like to see the Engineers Registration Board participation in all the engineering projects to ensure that we check the sky rocketing rate of works today. Civil Society should be brought on board this task to inform and understand some of the rates of road works proposed today.

vi) Are roads in Uganda selected because they meet the classification as per design or are they the normal political roads we here of today. If government concentrates on building political roads, the future of this sector and country at large will be doomed. Government should give Engineering a chance because the procedure of road design involves looking at current transport trends and projecting future transport trends which are then designed for appropriately. Increase in traffic in particular areas is an indication of social or economic activity and by observing the traffic trends, appropriate roads can be built in the right places to trigger economic boost.

We cannot use services such as roads, electricity or water as bait to win a politician votes. This kind of campaigning should be discouraged and maybe considered treasonable. Services are an entitlement to all the citizens of the country whether they have voted for you or not.

Today we are seeing certain high class roads being built in areas where they are not logically required. (White elephants) and where such roads are required, they are neglected leading to social and economic loss.

vii) LOCAL CONTENT

We demand that local content be strictly adhered to by the international contractors or those contractors with semi international inclination. The definition a local contractor should very clear (Indigenous). The business of saying i am also a Ugandan but was born in Arabia will not work here. Home is always home and ones home is determined by their culture and original background. Our country men in different countries all over the world become citizens there sometime but they remit money for projects in their mother country Uganda. Similarly these guys who pretend to be Ugandans also are seriously remitting money to their mother countries.

You remember the stories of Ugandans in China, how they were being denied accommodation and food, we are treated not so well when we travel but we remain courteous because we know this is not our country. You cannot operate a business in these countries freely like we are allowing them to do in our country; You cannot work or even get contracts in these countries even in the countries we have signed regional treaties with such as the East African Community. These guys are aggressively penetrating our work and job market yet they have kept their sector silently tight to penetration by a foreigner. Why do we Ugandans want to be the goody goodies embracing all. It is not acceptable and we Ugandans demand the we get our work and jobs back. Some foreign countries will even tolerate a semi skilled citizen to a skilled dual citizen. Why do we allow the dual citizen more status and privileges than the indigenous citizens.
High and expensive conditions are set for involvement of local firms in the contracts today and the foreign firms convince our leadership that the local firms do not have capacity to handle the 30% provided for them. Government should condition the foreign firms to display unconditional partnerships with local firms before work can be awarded to them. These foreign firms will then ensure that they facilitate the capacity building of our local firms for participation.

viii) DIGITISATION OF THE TRANSPORT SECTOR

If you are old and cannot keep up to speed with global trends today, it is time you resigned your post and we actually encourage you to pave way for the young minds. Alibaba CEO put it clearly, that there is an age for doing everything and when it passes do not try to do those things lest you may see your last days. It is even biblical, a time for everything.

It is time for the transport sector to go digital for very many reasons ranging from

- Security
- Cost saving
- Time saving
- Road safety
- Road courtesy and discipline
- Leaner traffic policemen on roads

Already stage has been set globally; we have National Identification, Computerised Driving permits, Telephone numbers, Tax identification numbers, recently cameras have started being installed. All we need now is coordination of different ministries and agencies and ensure that each agency pick the information they require from this database of information collected.

Do you know how much money Uganda is losing when digitisation is not embraced?

d) CIVIL AVIATION AUTHORITY

We appreciate the work being done by CAA together with other government ministries in trying to revive the AVIATION industry in Uganda. Projects such as the Entebbe renovations, constructions and expansion have been visited and commendable progress observed. Plans for the construction of airports and airfield in various parts of the country have been talked about or heard in different media which is good for the countries transport sector and tourism sector with trickle down effect on the other national sectors.

Civil Society finds CAA wanting in areas of transparency in the way works are procured. Ugandans are not involved or allowed to participate in the processes of planning and execution of the works being done by CAA.

In the last JSR, we demanded that CAA come out with a more detailed master plan for Entebbe International Airport into which all works being done are jeered towards attaining the bigger picture. No response was given in that regard and we feel that what we are calling good work at the airport today may be demolished in the next 10 years for another better and maybe bigger proposal. Can our plans for the airport be projected to the next 50 - 100 years and can such plans be gazetted for scrutiny and public criticism before FINAL plans are produced.
The process of recruiting Airline workers has started, Can we see a balanced and competent personnel recruited in the positions. (Gender, Place of origin)

Can we see the tourism Ministry coming up with strategies to boost the tourism industry from the creation and upgrade of the AVIATION sector.

There have been rumours that one Ugandan is holding us at random over the name of our national airline Uganda Airlines, Is this true? Can we name and shame such people who pretend to be patriotic but are actually opportunists. Are these people Ugandans or pretending to be Ugandans. What does the Attorney general say about such an individual? We as Civil Society have instructed our legal team to seek alliance with the Lawyers body and determine our options in such a scenario.

e) URC

Ugandans need better and cheaper movement of goods and themselves and this can be achieved with the boosting of the operations of URC. Government needs to deliberately fund and support URC in this early time to help it get onto its feet.

Projects such as the light rail transport and SGR together with the URC network should be harmonised for effective operation.

Ugandans would also like to know the status of the SGR project and since it hasnt even started we would like the government to explain the benefits of such a project to Ugandans. Will it boost imports or boost exports? If it’s imports, will we expect tremendous decrease in the cost of items such as fuel; If it’s exports can government explain to Ugandans what Uganda is going to export and how is government promoting or facilitating the mass production of its intended export. What are the numbers?

How is URC involved in the SGR project; to harmonise their operations as the supervisor of the project. We understand that the supervision of this project is under Ministry of Finance. Is this true?

URC has been raising awareness of the public about its potential benefits to the public but they should involve CSOs to spread the gospel faster.

Trade on URC routes is mainly focusing on imports, containers come in full and go back empty meaning Government urgently needs to promote is agricultural sector to enhance exports and improve our BOP, Otherwise it may be an expensive mode of transport to maintain and operate if the return routes are not boosted.

f) MARINE

We appreciate government on ensuring that continuation of roads to connect areas divided by water by providing ferries that have eased on communication and facilitated trade and movement of people but we need to be assured of the safety provisions on such vessels and whether the vessels have been insured.

We need to see continuous training of the personnel manning these vessels together with adequate remuneration.

We need to see more people trained in the operation of these vessels to ensure future operators
We need to see facilities around areas of docking improved and also to ensure that the vessels are regularly maintained. Issues of disability should cater for in the designs.

We need to see a gender sensitive workforce manning these vessels.

g) PIPELINE TRANSPORT

CISCOT appreciates Government effort of beginning PIPELINE TRANSPORT as the initiative will reduce the burden on our roads in terms of wear and tear as a result of the heavy axle loads. We will actively be involved in the process of implementation especially in sensitizing of the masses along the pipeline route.

ACHIEVEMENTS.

We applaud the tremendous job that MoWT has achieved for the year in review having been part of some of the processes and the Joint Sector Monitoring teams, Steering Committee, Working Groups, Workshops and Conferences and these achievements are at national, regional, pan African and international level. The sector has and continues to achieve great milestones on the following fronts:

- Policy especially the ongoing review of the national transport policy and integration of the logistics element.
- Planning especially the ongoing efforts to review the National Transport Master plan and the greater Kampala Metropolitan Area plan.
- Institutional if the worrisome rationalization program by cabinet as it is being billed will produce the desired outcomes.
- Legal reform through amendments and domestication of regional, pan African and international transport related instruments some of which processes we have been part.
- We cannot forget the political context to which the achievements have been pillarared namely KisanjaHakunaMchezo and the NRM manifesto aimed at achieving middle income status.

CHALLENGES.

The aforementioned achievements should not blind us to the many shortcomings and gaps in the Sector and should not limit our capacity to invest more in public transport infrastructure and there is need to have and sustain a candid conversation on how we can deal with the backlog issues, the latent issues, the soft and hard issues and we find a way to take them off the implementation schedule. There are governance issues, there are budget and budgeting issues, there are funding issues, implementation issues, environment and climate change issues, corruption is not off the list of constraints to sector growth etc.

NEED FOR ACHIEVING A MINIMUM AGENDA FOR SOCIAL AND ECONOMIC TRANSFORMATION.

Best practices world over show that 40 percent of Transport Infrastructure and construction developments is constituted by labour costs. If you extrapolate that against the trillions of shillings we sink in the sector at 40 percent of the BOQs rates if standards and units are complied with, the additional obvious forward and backward linkages from supply of
materials, foods and beverages, accommodation and office space, transport and logistics services, labour services both manual and professional, security, workshops and training of staff and communities about project benefits, provision of resettlement action plans for project affected persons, timely and adequate compensation for land acquisition under project design and development phases, healthcare services and entertainment among the many not specifically mentioned here over the course of protracted investments, there is no way a transformation both quantitative and qualitative can fail to be visible to the naked eye, to the average stock of wealth and incomes of Ugandans across the board and the multiplier effect that comes with this new purchasing power among the citizenry.

But the reality in Uganda is that the population growth rate is at 3 percent ahead of 2 percent growth rates of incomes. At 734 US Dollars per capita income stated to be a triple fold growth figure in the last 3 decades given the income inequality at 86 percent the situation should be dire in real development terms. Therefore, we contend that there is something totally wrong and amiss with our current strategy. In order to maximise the infrastructure dividend for the cause of citizen economic emancipation and empowerment, transport economists, planners at the ministry and development partners need to go back and ask the fundamental question what went wrong and address themselves to the aforementioned issues if we are to achieve economic and social development and a transformative governance of the sector.

Away from governance issues, policy, institutional, legal and planning framework, statistics can be useful to illustrate a point, but we have had statistics in the sector indicating growth figures that are not in tandem with the reality of poverty indices and poverty incidences on the ground. Our recent rating as the 3rd poorest country should get us thinking about the obvious benefits of infrastructure development in a country such as ours where the biggest chunk of the budget is allocated. Therefore allocative efficiency measured against the outcome should be our pre-occupation as we strive to derive maximum benefits from the sector investments.

JOINT SECTOR MONITORING EXERCISE FINDINGS

<p>| WESTERN REGION |</p>
<table>
<thead>
<tr>
<th>PROJECT</th>
<th>FINDINGS</th>
</tr>
</thead>
</table>
| Mubende Weigh Bridge | • Parking: Inadequate parking leading to traffic jam along road  
• Outdated Technology: Non functional cameras  
• Corruption  
• Many stake holders are not aware of the axle control regulations |

Remarks

Due to lack of up to date technology the rate of human interactions at the way bridge is high which encourages corruption.

The Government of Uganda through UNRA and Uganda Revenue Authority should be commended for taking the initiative to address the challenge of over loading which is partly
The sector has and continues to achieve great part of some of the processes and the Joint Sector Monitoring teams, Steering Committee, ACHIEVEMENTS.

CISCOT appreciates Government effort of beginning PIPELINE TRANSPORT as the initiative will reduce the burden on our roads in terms of wear and tear as a result of the sensitizing of the masses along the pipeline route.

We applaud the tremendous job that MoWT has achieved for the year in review having been the Sector and should not limit our capacity to invest more in public transport infrastructure issues, corruption is not off the list of constraints to sector growth etc.

The aforementioned achievements should not blind us to the many shortcomings and gaps in the implementation schedule. There are governance issues, there are budget and budgeting and there is need to have and sustain a candid conversation on how we can deal with the challenges of over loading which is partly due to lack of up to date technology the rate of human interactions at the way bridge is high for example along the Kakumiro - Kagadi Road.

Among all the projects visited the project with the highest number of women reported Nansana -Busunju had 13% of their staff as women.

Some of the roads constructed have become market places for citizens as observed along Kabwoya-Bulima. This is a safety threat for these citizens.

The compensation issue is one of the biggest challenges. Some of the projects stall due to unresolved compensation dilemmas.

Sustainability for Road maintenance especially for the USMID Projects

### NORTHERN REGION

<table>
<thead>
<tr>
<th>Roads projects</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mpiigi-Kanoni-Sembabule, Kyenjojo-Kabwoya, Kabwoya-Bulima, USMID Hoima, Mubende-Kakumiro-Kagadi, Nansana - Busunju</td>
<td>Some of the roads lacked adequate facilities for the Non motorized transport e.g Hoima USMID Gender mainstreaming is still a very big problem in the Sector. Compensation Dilemma</td>
</tr>
</tbody>
</table>

#### FINDINGS

- Legal reform through amendments and domestication of regional, pan African and international transport related instruments some of which processes we have been involved.
- Planning especially the ongoing efforts to review the National Transport Master plan and the greater Kampala Metropolitan Area plan.
- Sustainability for Road maintenance especially for the USMID Projects
- Legal reform through amendments and domestication of regional, pan African and international transport related instruments some of which processes we have been involved.

### Remarks

Despite the increasing road carnage in Uganda, some of the visited projects scored low on effecting Road safety measures. Some of the dangerous spots lacked warning tapes and signs for example along the Kakumiro - Kagadi Road.

Some of the roads constructed have become market places for citizens as observed along Kabwoya-Bulima. This is a safety threat for these citizens.

The compensation issue is one of the biggest challenges. Some of the projects stall due to unresolved compensation dilemmas.

Sustainability for Road maintenance especially for the USMID Projects

#### Roads projects

<table>
<thead>
<tr>
<th>Roads projects</th>
<th>Remarks</th>
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</thead>
<tbody>
<tr>
<td>Luwero Weigh Bridge</td>
<td>The challenges the facility had was storage and handling of dangerous good, security and especially following those who bypass the weigh bridge at night.</td>
</tr>
<tr>
<td>Nakaseke District Force Account and Equipment</td>
<td>Challenges that include lack of low bed to move equipment to various locations, supervision pickup and a bulldozer for fill material excavation. Another challenge they had was availability of marram in the locations since many of the land are fenced off animal farms.</td>
</tr>
<tr>
<td>Namasale Ferry</td>
<td>Ferry Services on Lake Kyoga we encountered the following challenges; land ownership at Zengebe Landing site was a very big problem that even failed UNRA to construct a pit latrine for the ferry passengers,</td>
</tr>
<tr>
<td>Kyoga II ferry</td>
<td>Breakdown has led to stranded passengers, mapping of the route and increased traffic on this route.</td>
</tr>
<tr>
<td>Location</td>
<td>Description</td>
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<tr>
<td>Lira USMID</td>
<td>Challenge is the maintenance costs of the increased kilometers of tarmac roads</td>
</tr>
<tr>
<td>Elegu Border Post</td>
<td>Government has constructed a one stop customs and immigration centre and phase one is complete on the Uganda side. Phase two which will include a similar facility on the Southern Sudan side is still at procurement stage. The facility has poor ventilation which requires constant mechanical air extraction and also rain water runoff that was led to flow on the surface without proper drainage.</td>
</tr>
<tr>
<td>Olwiyo – Gulu Road</td>
<td>The physically completed works stand at 75.83%, the contract time elapsed was at 98% and financial progress was at 69.9%. The challenges they experienced were; high rainfalls, shortage of seal aggregate and delayed approval of land compensations.</td>
</tr>
<tr>
<td>Acholibur – Musingo Road</td>
<td>The physically completed works stand at 100%, the contract time elapsed was at 100% and financial progress was at 66.74%. The progress on the town road still stands at 54.6% and hopes to complete by 26th November 2018. The challenges experienced on this project included; claims of undervaluation of compensations and property dispute amongst the Project Affected Persons (PAPs).</td>
</tr>
<tr>
<td>Gulu Airport</td>
<td>The challenges they faced includes; need for repair of the runway and the taxi apron, increasing the fuel reserves to enable fuelling of planes crossing or flying within Uganda, acquiring and securing all the airport land for future development.</td>
</tr>
<tr>
<td>Gulu ICD</td>
<td>Goods and passengers to use the train are available and this would reduce the cost of travel but plans to restore the ICD are not forthcoming.</td>
</tr>
</tbody>
</table>

**Remarks**

The Sector Joint Monitoring exercise was carried for five days with no resources for evaluation. The team was not able to ascertain the impact of the projects on society and the cost benefit to the country.

The facilitation to undertake the exercise is not processed in time which leads to inconvenience to the monitoring team. We recommend that planning of the exercise should be done in time since this is one of the milestone activities of the sector.

**CENTRAL REGION**

**Railway Transport** - The local community was involved in bush clearing, weeding...
**Kampala Portbell Line**

| lines and opening drainage channels. On a good note, a local firm called Kato Construction Limited was involved. |
| Sensitization done on locals digging along railway sleepers. These are also encouraged to plant temporary vegetables. |

**Remarks**

The frequency of the passenger train from Kampala station to Bweyogerere should be increased from three trips a day to at least six trips. This will reduce congestions in passenger wagons. The apparent approximately 50 passengers in one wagon is alarming and degrades the sanctity of railways transport especially considering women with children and the disabled that travel by train.

It is also absurd to note that the Kampala Port Bell line is only for cargo with no provisions for handling passengers.

We also encourage the railway corporation to increase on the number of women trained in marine handling. Civil Society Coalition on transport did not find the claim that some women find this job rough for women convincing! The fact of the matter is that the public is not informed. Open and transparent advertisement needed to motivate ladies to apply.

We are also argue the corporation to desist from forced eviction of encroachers along railway lines without proper sensitization. CISCOT as a citizen’s voice has the necessary trained personnel to effectively help in talking to citizens to voluntarily pave way for opening encroached sideways.

The government should secure land titles for reserves. CISCOT noted that whereas Uganda Railways has gazetted reserves, they are not titled which has continuously left such places vulnerable to encroachments.

**Sgs Namanve And Kawanda Stations**

| CISCOT established that the two stations work on the following parameters of inspection |
| Physical body, Sideslip, Suspension, Breaking system, Exhaust fumes, Lighting system |

We established that the project has good objectives though it from the onset never involved Civil Society in sensitizing the public to appreciate its common objective and was left to be hijacked and stalled by politicians which has tarnished the image of the project.

**Remarks**

CISCOT is however very willing and available to use its experts to sensitize the citizens and lobby legislators to embrace the project which would lift it from Zero clients from what we observed on both stations during the monitoring time to an overwhelming number.

We STRONGLY recommend that clients to be allowed to see inspection findings after every stage of inspection. We find the claim of result Confidentiality very unconvincing in relation to client’s value for money. If the concern is on the safety of clients, let screens be elected in the waiting room so that each client can be able to step by step see outcome of the inspection. This is because the public is used to open garages and not necessarily services that are offered
in secrecy and only claimed on final certificates!

We recommend that the mechanics whose client’s cars fail regularly should be retooled in an arrangement between SGS and the Government. We recommend this this responsibility to be under MWT

CISCOT also noted with concern the absence of a single lady in the technical areas of SGS. Like our recommendation to the railways, SGS need to advertise and purposely recruit and train ladies in technical areas of inspection beyond cashiers and administrative assistants to mention but a few.

We also recommend for the establishment of a centralised data base. CISCOT sees no reason why a vehicle inspected on station A, that fails some parts of the inspection standards MUST come back to only the same station for further tests. This is so inconveniencing in view of modern technology employed by SGS.

Civil Society also recommends establishment of mobile check points connected to the central database to enable citizens access services and also help decongest the urban stations once the whole system becomes fully operational.

| Entebbe Express High Way | We noted a great concern regarding absence of lighting system along the high way. 
We also noted with concern lack of coordination among implementing agencies. It was for instance noted that a absence of a set road toll fee to be paid still hangs in the balance ! Also failure to harmonise with UMEME on settling the required power bills for the cash machines is apparently laughable! The information we were given that we may reach December this year before all is harmonised is already worrying. This is because the high way is now accessible freely and once people get used to free access, any attempt to change course may result into a political contestation that may cost the project a bad image. 
We also noted that the 33 foreigners employed on the project and yet some as we were told are simply doing non -technical services is unfair to our local graduate engineers whose employment hangs in a balance. |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>KCCA ROADS</td>
<td>CISCOT noted evidence of attempt to improve the road networks in the City. It was also noted that there is a good will to use local contractors who are doing their best.</td>
</tr>
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</table>

**Remarks**

It was observed that majority of KCCA roads under works such as Banda ,Kimera ,Kisosonkole roads lack road signage. A few roads like Makerere Hill road only have signposts indicating the project information. This needs urgent address so that citizens are furnished with who is doing what on these projects

KCCA should earmark budget for marking finished contracted roads which is largely missing. This is apparently pausing road safety concerns for the public
There is a need to put pedestrian barriers on pedestrian flyovers e.g. One in Kamwokya on the northern Bypass to block BodaBodas opt for these accesses.

We also noted that KCCA has not involved CISCOT at any level of sensitizing the public on transport project yet CISCOT deals directly with citizens. This explains the difficulties KCCA has been getting in convincing the public to embrace and support projects in Kampala city.

### Civil Aviation Authority

Our coalition was impressed to learn of the move by the government to implement the recommendation we have annually appealed for to have Uganda Airline revived.

We also greatly count on the response by the minister to the inquiry CISCOT made at Entebbe airport question time regarding extent of ownership of the government in Uganda Air that the government owns 100% shares in the apparent Uganda Air Company.

### Remarks

There is a need to deliberately connect water way routes e.g from Entebbe to port-bell so that passengers from Entebbe can easily connect with the passenger train was established at Port-Bell to city centre.

### EASTERN REGION

#### Mukono-Kyetume-Katosi Road

The road is quite bumpy with uneven surface. It doesn’t provide smooth riding

At Katosi Landing site, team did not access the design plan on the end point of the road. Currently, the road ends abruptly

Access roads connecting to this road were not well designed. As such accesses are created at a right angle which possess a serious threat the safety of the road.

### Remarks

We are of the view that the road should form a ring around the fishing site for smooth flow of traffic.

Besides, there is need for adequate space for parking and offloading and loading of merchandise where at this particular sport where the road terminates

#### New Nile Bridge

Team was impressed with high levels of professionalism exhibited by the project team. The highlight was the impressive report that since the project inception, there hasn’t been any fatal accident at the site. This is quite commendable.

The Bridge did not provide for cyclists in its design. Both are likely to use the side pedestrian walkways which are only 1.5 meters in width. This space may not be adequate for both
<table>
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<tr>
<th>Remarks</th>
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<tbody>
<tr>
<td>The resting area is a bit small given the likelihood of their popularity. At the same time, the parking space provided may not be enough.</td>
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<table>
<thead>
<tr>
<th>MELTEC Mbale</th>
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<tbody>
<tr>
<td>This institution seems to be doing a great job. The team managed to see firsthand the low cost seals and was appreciative of the trials which clearly demonstrate the practicality of the surfaces in comparison to cost and durability.</td>
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<table>
<thead>
<tr>
<th>Remarks</th>
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<tbody>
<tr>
<td>MELTEC is a good start-up but needs a lot of government support. It is clearly underfunded and thus cannot operate optimally.</td>
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<table>
<thead>
<tr>
<th>Kiyindi Ferry Landing Site</th>
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<tbody>
<tr>
<td>The access road to the landing ferry is very narrow and is also used as a market. The access to the landing site is therefore hampered.</td>
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<tr>
<th>Remarks</th>
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<tbody>
<tr>
<td>There is need to widen this road and relocate local traders that use it as a market</td>
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<thead>
<tr>
<th>USMID Mbale</th>
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<tbody>
<tr>
<td>Storm water management was haphazardly done. The drainage concrete covers were not properly laid. In some areas, there are wide gaps in between these covers which possess a threat to pedestrians. In other areas such as near the clock tower, the drains are already blocked which has led to a lot of mud and silt on the road.</td>
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<table>
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<tr>
<th>Force Account Kayunga</th>
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<tbody>
<tr>
<td>The opening up of a new road in Kayunga using Force Account by MoWT linking hitherto two disjointed communities was a commendable action. The good point is that the project was using locally available materials like gravel from nearby places.</td>
</tr>
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<table>
<thead>
<tr>
<th>MusiitaLamino- Majanji Road</th>
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<tbody>
<tr>
<td>This is a well-thought-out road project. It is a timely project that will relive the current heavily trafficked Busia –Iganga</td>
</tr>
<tr>
<td>Remarks</td>
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<tr>
<td>------------------------------------------------------------------------</td>
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<tr>
<td>The road project could possibly become one of the cheapest in the country on completion if the contractor works within budget for the stipulated 104 Km at a cost of 206 Billion UGX.</td>
</tr>
<tr>
<td>Nakalama – Tirinyi – Mbale Road</td>
</tr>
<tr>
<td>Bumboi- Lwakhakha Road</td>
</tr>
<tr>
<td>Okokol Bridge – Kumi Road</td>
</tr>
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</table>

**RECOMMENDATIONS**

We recommend the following measures and interventions in this 14th Joint Sector Review conference;

- Implement all the UN backed National Road Safety Audit report recommendations in their breadth and depth to reduce road carnage.
- Resolve the Vehicle Inspection Service and have the Service provider SGS back to work to enhance the national road safety efforts of the sector.
- Increase funding to road safety functions.
- Gazette and Implement the pedestrian and bodaboda regulations. KCCA must put on its order paper the much needed bye-law to reform taxi and bodaboda business in the city.
- Review the procurement of infrastructure development under bilateral arrangements since they tend to edge and disempower the accountability role of PPDA example is the exclusion of the PPDA in the SGR protocol.
- We recommend that the enactment of the Civil Aviation Authority (Amendment Bill) 2017 be enacted to raise Uganda’s performance under ICAO standards and Practices to the required 75% and above percent rating after the given 2014 Audit report.

- We need to see real progress on the World Bank support to Uganda, Kenya and Tanzania on Maritime transport on Lake Victoria and the construction of remodelled Jinja and Port bell piers and the progress on compensation issues to Project Affected persons and the resettlement Action plans on the Bukasa port project.

- There must be in our planning for negotiation of procurement of Transport Infrastructure and construction services a mandatory requirement that a minimum skills and competency set should be passed on to our non-skilled, semi-skilled and skilled youths far and above the PPDA set standard at 30% known as local content but there is no local

- While we welcome the presidential initiative to have cameras on urban roads and streets beginning with the city, with all due respect to his Excellency he has to be told the truth that majority of the working population in Kampala does not reside in Kampala therefore security on our roads and streets requires more than installation of cameras including strengthening of intelligence and policing services, weeding what the President called weevils from the security establishment and security planning for counter intelligence services within the highway patrol units to bolter civil and community safe neighbourhood initiatives rather than the reactionary deployments in the wake or aftermath of killings of the famous and the mighty on our roads and streets yet those deaths are the smallest fraction of the evil that rules our roads gore details in the Annual Uganda Police Crime Reports.

- Uganda Railways Corporation woes should be resolved quickly and an audit done by an international firm and all assets recovered including lands, buildings, machinery and equipment plants, wagons and vehicles to rescue the 120year old institution of government.

- Increase the share of budget allocation in soft policy issues in the sector budget especially gender main streaming, environmental capacity building and disability etc.

- Implementation of driver training curriculum and a national training institution to be extended and related reforms in the amended traffic and road safety act like licensing of garages etc.

- Traffic congestion is estimated to cost 800 million US dollars in terms of lost productivity, limiting of entry of certain classes of vehicles in the CBD of Kampala and allocating the mass of PSV vehicles of a certain age out of the CBD is instructive and implementing long awaited flyover project is in order. The city parking policy need to be reviewed as the already narrow road is being used to park vehicles and on some streets you find vehicles parked on both sides of the same road with only a space small enough to accommodate a small vehicle.

- The Air quality in the city is getting worse in part due to dust and much as we applaud the efforts of KCCA in improving feeder roads having KCCA make a bye-law for individuals to pave or plant grass in their parking lots or driveways will help as sweeping the roads has only escalated the problem. This is evidenced by a marked increase in respiratory disease incidence.

- Environmental pollution occasioned by fumes from old vehicles and vehicles held in traffic jam have increased respiratory disease incidence.
- A national ambulance service with a separate quick highway response team mechanism on highways.
- Decriminalise and allow for private prosecution of motor traffic offences and other transport related transgressions under the new amended traffic and road safety Act.
- Improving the state of human rights and the rule of law in the construction and infrastructural development sector and also in the transport service industry especially PSVs and Buses and the overall human rights environment in the public service vehicle parks and enhancing the rule of law.
- Improve dispute settlement mechanisms in the courts of law perhaps another division in the high court should be created to expedite infrastructure and transport justice picking a cue from the utilities court, environmental tribunal, land, commercial, human rights tribunal or an independent transport tribunal and also bring on board the criminal, commercial and civil justice reforms in the JLOS and consider training LC courts on how to adjudicate some of these transport related transgressions to secure quick justice for the victims and provide opportunity to the accused or defendant to make amends with the victim and save their productive time and in effect reduce case backlog.
- Government should make it easy for civil society organizations (CSOs) and citizens to hold them accountable through sustained information sharing sessions
- Address the disability agenda in infrastructural development and integration of disability in transport planning, services and employment.
- We welcome the government’s withdrawal of the constitutional amendment bill 2017 that had provided for mandatory or compulsory acquisition of land and government determining for itself the value for due and adequate compensation after acquisition. This had threatened property rights and timely compensation will help free the inertia presently prevalent in the delay of transport infrastructure projects currently underway.
- Cost of USMID roads needs to be reviewed as the same cost could build more kilometres of roads and cover a wider area rather than concentrating a lot of funds in a particular locale and this project needs to be brought from Ministry of lands housing and urban development to MoWT.
- Engineering principles be strictly adhered to and employed in deriving the class and specification of roads to be constructed which will inform the cost of the projects. Special consideration be given to the dropped roads mentioned in this statement.
- The perennial question of high cost of Transport infrastructure development in Uganda needs to be resolved. We were alarmed at having the Entebbe express highway project going for 9.2m$ US dollars per kilometre according to a number of reports on the project cost escalation on this highway. The comparative figures from Rwanda and Ethiopia at 330,000 $ US Dollars and 340,000 $ US Dollars per kilometre is dizzying for us to understand as civil society on the basis of value for money.
- We urge the government to relax specifications of roads and spread the length of these roads, by way of deploying low cost seals.
- The same old question of prioritising roads development based on economic value proposition of the particular road to stem politicization of transport infrastructure development and investments based on political support to the ruling party for equitable development as provided for by the constitution.
- Increased funding to district, community and access roads to improve proximity indices from inner upcountry locations.

- Un-utilised and under-utilized government loans, should instead be extended to the transport sector to spur the economy instead of paying interest rates for funds that have not been utilised.

- The local content policy needs to be reviewed for the reason that 85% of the local construction industry in Uganda is not indigenous leaving the benefits of the 30% local content policy actually repatriating the dividends the reason the social and economic transformative capacity of the sector on the livelihoods of the locals has eluded the sector no matter how much money the government invests in the sector.

- Let Government deal with the perennial issues of the sector namely: -
  1. The development of the standard gauge railway.
  2. The enactment of the UCICO bill.
  3. Amplifying the Uganda Railways bill conversation that is subtle.
  4. The revamping of the Uganda Railways Corporation.
  5. The repairs to our water vessels, ferries and landing sites.
  6. The national airline issue. We have learnt from media sources about the withdraw of key funders in Canada over human rights and rule of law issues. We equally think leasing is a cheaper option of running a national airline to avoid cost outlays and maintenance costs.
  7. Enactment of the national environment amendment bill that touches aspects of transport like those of transporting dangerous goods.
  8. Enactment of the climate change bill to accommodate accountability issues for our carbon contribution to the atmosphere and sanctions there under as emitters of greenhouse gases in the sector.
  9. And yes corruption, nepotism and sectarianism.

- We recommend that the Joint Sector Monitoring becomes a quarterly feature on the calendar of the sector.

- We increase private sector participation through PPPs mindful of the experience of the Entebbe express highway.

- Create a standard for public transport hygiene and other public health issues and environment.

- legal protection for construction industry workers from abuse by contractors,

- workman compensation insurance cover,

- healthcare insurance cover for dangerous work,

- skills transfer from Foreign Direct Investors in the sector to locals.

- the Industrial training division of the ministry of education to certify illiterate artisans who have mastered their craftsmanship in the different aspects of transport infrastructure construction and development work without necessarily having to go for formal training.

- Life assurance cover for workers.

- Support to the institution of family like helping identify fathers of tens of fatherless Chinese children on transport corridors.

- Integration of disability in transport,

- Managing the nexus between environment and climate change concerns and the energy question by incentivising growing of trees by vehicle polluters.

- Addressing social security concerns for sector workers.
- Expand affirmative action and gender parity issues in the sector and deal with child labour in the sector especially in quarries.
- Address safety and health issues by way of compliance enforcement with industry standards.
- Enhancement of insurance fees as compensation for accident victims.
- Development of planned and organised roadside rest areas.
- Bring on board more actors in the engagement space with academia, researchers, developers, to drive innovation and diversity in program and project experience for better governance of the sector that is coherent to deal with the systematic and endemic issues that perennially appear on the agenda of the Joint Sector Review Conference namely the mass public transport concerns BRT and Light Rail.
- Capacity development of the sector by going the entire spectrum on technical, development and recommendation for financial assistance.
- Bring the Entebbe express highway into proximity with the city centre and promoting the ring roads to decongest and relieve high traffic areas.

The city we would like to see in Uganda
CIVIL SOCIETY STATEMENT FOR THE JOINT SECTOR REVIEW WORKSHOP SEPTEMBER 2018

By Eng. SENGENDO LAWRENCE
Msc Int. Constr. Mgmt (UK) BEng Civ Eng, HND Civ. Eng (UPK), Dip Arch (UPK)
CHAIRPERSON CISCOT

Presentation in outline

• Introduction.
• Achieving social economic transformation in transport
• Citizen queries about transport sector in Uganda
• Joint monitoring exercise observations
• CISCOT Recommendations
• References
Introduction

• The coalition aims to contribute to an efficient, effective and safe transport system
• The Coalition focuses on three broad areas: Citizen Mobilization and support. Sector monitoring, advocacy and influence.

ACHIEVING THE MINIMUM AGENDA FOR ECONOMIC AND SOCIAL TRANSFORMATION THROUGH THE TRANSPORT SECTOR

a. Significance of transport infrastructure development.
b. Civil society role in public policy formulation.
c. Right of civil society to participate in the policy formulation process.
Citizens’ queries about the current transport sector

a. UNRA-Most of these roads were sacrificed for the mushrooming expressways for example the roads Kisubi – Nakawauka – Natete, Nakawuka – Maya, Nakawuka – Mpigi, were dropped or abandoned yet it would have easily met the objectives of the Entebbe expressway at an even lower cost

b. URF- Need for adequate funds for regular maintenance of roads

c. MoWT-The funds reserved from merging agencies should strengthen the Ministry

Other Aspects to consider

a. Alternative low cost road construction
b. Ratification of global policies
c. Engagement with the foreign companies in infrastructural development
d. Local content
e. Digitisation of the Transport Sector
Over view of other sub-sectors

a. CAA
- CISCOT finds CAA wanting in areas of transparency in the way works are procured
- We recommend that we see a balanced and competent personnel recruited in the new advertised positions. (Gender, Place of origin)

b. URC
- What is the extent of URC involvement in the SGR project?

continued

C. Marine
- We need to be assured of the safety provisions on such vessels and whether the vessels have been insured.
- There is a need to see facilities around areas of docking improved and; also to ensure that the vessels are regularly maintained.
- Training of more personnel manning vessels is critically needed.
Our applause to the areas done by MoWT

- Review of the National Transport Policy and integration of the logistics element.
- Review the National Transport Master Plan including the Transport Master Plan for the Greater Kampala Metropolitan Area plan
- Legal reform through amendments and domestication of regional, pan African and international transport related instruments
- Implementation of Kisanja Hakuna Mchezo and the NRM manifesto aimed at achieving middle income status

Challenges

- Governance Issues
- Budgeting Issues
- Funding Issues
- Implementation Issues
- Environment & climate change - Corruption
CISCOT COMMENTS ON THE JOINT SECTOR MONITORING EXERCISE

WESTERN UGANDA

a. Mubende Weigh Bridge
   • Inadequate parking leading to traffic jam along road
   • Outdated Technology: Non-functional cameras
   • Tendency to create an avenue for Corruption due to lack of up to date technology the rate of human interactions at the way bridge is high which may encourages corruption.
   • Many stake holders are not aware of the axle control regulations:

Continued...

ii) Luwero Weigh Bridge
    Shortage of storage and handling of dangerous good, security and especially following those who bypass the weigh bridge at night.

ii. Nakaseke District Force Account and Equipment
    -lack of low bed to move equipment to various locations.

iii. Namasale Ferry- land ownership at Zengebe Landing site failed UNRA to construct a pit latrine for the ferry passengers & ferry breakdown
Recommendation

The facilitation to undertake the exercise delayed which led to inconvenience to the monitoring team. We recommend that planning of the exercise should be done in time since this is one of the milestone activities of the sector.

Central region

Kampala railway port Bell line
- The line is only for cargo with no provisions for handling passengers.
- Citizens are at a risk of forced eviction. CISCOT as a citizen’s voice has the necessary trained personnel to effectively help in talking to citizens to voluntarily pave way for opening encroached sideways.
- The government should secure land titles for reserves.
Continued...

SGS NAMANVE AND KAWANDA STATIONS
- We STRONGLY recommend that clients to be allowed to see inspection findings after every stage of inspection.
- We recommend that the mechanics whose client’s cars fail regularly should be retooled in an arrangement between SGS and the Government.
- We also recommend for the establishment of a centralised data base & mobile check points connected to the central database.

Continued...

Entebbe express highway
- We noted a great concern regarding absence of lighting system along the high way.
- We also noted with concern lack of coordination among implementing agencies like UMEME on settling the required power bills for the cash machines is apparently laughable!
iii. We also noted that the 33 foreigners employed on the project and yet some as we were told are simply doing non-technical services is unfair to our local graduate engineers.
KCCA Roads

-Majority of KCCA roads under works such as Banda, Kimera, Kisosonkole roads lack road signage.
- KCCA should earmark budget for marking finished contracted roads
- Need to put pedestrian barriers on pedestrian flyovers e.g. One in Kamwokya on the northern Bypass to block Boda Boda opt for these accesses.
- CISCOT is not involved in sensitizing the public on KCCA projects

CAA

There is a need to deliberately connect water way routes e.g. from Entebbe to Port-Bell so that passengers from Entebbe can easily connect with the passenger train was established at Port-Bell to city centre.
EASTERN REGION

a) Mukono- Kyetume-Katosi - The road is quite bumpy with uneven surface. It doesn’t provide smooth riding. At Katosi Landing site, team did not access the design plan on the end point of the road. Currently, the road ends abruptly

b) New Nile Bridge - CISCOT was impressed with the project

c) Kiyindi Ferry Landing Site: The access road to the landing ferry is very narrow and is also used as a market

Continued...

d) MusiitaLamino- Majanji Road: A well-though-out road project. It is a timely project that will relive the current heavily trafficked Busia –Iganga road that connects Uganda to the boarder of Kenya.
- The road project could possibly become one of the cheapest in the country on completion if the contractor works within budget for the stipulated 104 Km at a cost of 206 Billion UGX.
Continued...

e) Okokol Bridge – Kumi: This was a classic example of how Force Account can deliver better projects when well utilized. The total cost of the bridge is approximately 650 Million UGX. Materials for construction were locally sourced. Construction is being carried out by the District Engineer using local labour.

Recommendations

- Increase funding to road safety functions
- Gazette and Implement the pedestrian and bodaboda regulations
- Enact the Civil Aviation Authority (Amendment Bill) 2017
- U R C woes should be resolved quickly and an audit done by an international firm and all assets recovered including lands, buildings, machinery and equipment plants, wagons and vehicles.
Continued...

- The city parking policy need to be reviewed & need to pronounce new Cities
- A national ambulance service with a separate quick highway response team mechanism on highways required
- We welcome government’s withdrawal of the constitutional Land amendment bill 2017
- Prioritise roads development based on economic value
- Review the local content policy

END SHOW

• Thank you for listening ladies and gentlemen.
STATEMENT BY LOCAL GOVERNMENTS DURING THE JOINT TRANSPORT SECTOR REVIEW 2018 PRESENTED BY DUNSTAN BALABA, CHIEF ADMINISTRATIVE OFFICER TORORO

INTRODUCTION
Any country aspiring to become middle income must prioritize infrastructure development as well as Local Economic development. Uganda basically is an agriculture country and it is of necessity that we develop our roads infrastructure in the rural areas for easy transportation of produce to the markets and to industries. Not only are roads good for transporting goods to markets, they are also used to access services like health, education, water etc

ROLES AND MANDATE OF LOCAL GOVERNMENTS
Local Governments are mandated under the Second Schedule to the Local Governments Act cap 243 to undertake roads construction and maintenance classified as District, Urban, or Community Access Roads (DUCAR). District roads link communities to trading centres and national roads (responsibility of District Councils). Urban roads are in the boundaries of Municipalities and Town Councils (responsibility of Municipal Division and Town Councils). Community Access Roads are smaller link roads (responsibility of Sub-County).

TYPES OF ROAD INTERVENTION IN DISTRICT LOCAL GOVERNMENTS
Road interventions under taken by local government include; Road construction, road rehabilitation or reconstruction and road maintenance. Funds from the Uganda Road Fund as per the URF Act are meant to be used for only road maintenance. Road maintenance involves interventions or works required to keep the road, its structures and property within the road margins as near as possible to their as-constructed or rehabilitated condition.

TYPES OF MAINTENANCE
Road Maintenance operations are usually grouped according to planning, organisational and funding arrangements. They can normally be categorised as Routine, Periodic or Emergence maintenance operations.
ROUTINE MAINTENANCE
These are normally small-scale operations with limited resource requirements and are usually performed regularly on a section of road. Routine maintenance consists of relatively simple activities mainly performed by labour gangs. Mechanised grading is done when machines are used to maintain the road infrastructure.

PERIODIC MAINTENANCE
These activities need to be carried out on a road after about 2 to 7 years depending on the traffic volume, pavement materials, rainfall, etc.

EMERGENCY MAINTENANCE
These activities are required from time to time on a section of road whenever sudden and unforeseen damage occurs. Usually this requires additional resources.

IMPLEMENTATION MODALITIES
Government reviewed the policy for District and Urban road maintenance and decided to re-introduce the direct labour (force account modality and use of road gangs) mode of operation. The implementation modalities have been specified in the guidelines for Routine maintenance of District and Urban roads using road gangs and equipment

For periodic maintenance, district road rehabilitation and urban road sealing we use our own equipment supplied to the Local Governments, while materials like cement, aggregate or gravel are procured from prequalified firms or individuals using framework contracts.

Contracting has been limited to specialized works such as bridge construction and box culvert construction.

ACHIEVEMENTS
1. District Road units equipment i.e. Graders, wheel loaders, Vibro rollers, water bowsers and dump trucks recently procured and supplied by the central government have eased the maintenance intervention. e.g. Tororo district was able to carry out mechanized maintenance of over 150km using funds from URF. Because of the new strong road equipment, our roads are now motorable, apart from those that were affected by the last heavy rains.
2. New force account guidelines have been issued with enhanced wages for the road gang workers. This is expected to attract the road workers away from other jobs that has been paying higher wages
3. A number of Local Governments have been able to hold regular meetings for the District Roads Committee

CHALLENGES

The following are some of the key challenges

1) Lack of supervision vehicles has affected the effective supervision of road works especially the force account operations
2) Most of the district roads require rehabilitation and yet funding has been limited for maintenance under URF
3) Encroachment on the road reserves and interference with road drainage structures by community members leading to damaging of road structure thus high maintenance cost.
4) Unpredictable weather conditions especially with floods have brought havoc to roads leading to road maintenancebecoming very expensive hence requiring rehabilitation.
5) Staffing in the Technical Services department remains a challenge. Many District Engineers are in acting capacity. Attraction of this category of officers has not been easy for the Local Governments taking into consideration of the pay they receive in other organisations, including other benefits force account modality.
6) The staff structures in LGs do not support the force account modality. We don’t have staff like masons used to the laying of culverts
7) Transferring road equipment from one island to another in Local Governments like Kalangala, Buvuma, Mayuge(Masolya Island), Namayingo (Sigulu Island)
8) Funding to Urban Authorities does not support sealing of roads in those towns

WAY FORWARD

1. There is need to replace the JMC pickups with strong vehicles to facilitate enhanced supervision of road maintenance activities
2. Current staff in post be enabled and encouraged to register so as to qualify for the position of District Engineer. We as Local Governments need also to create a conducive environment to enable engineers stay in Local Governments
3. Ministry of Finance Planning and Economic Development should allocate funds to program 0307 to Ministry of Works and Transport for rehabilitation of district roads as specified in the scheme for maintaining district and community access roads and urban roads using own equipment and road gangs.

4. We need to improve our coordination and collaboration between the centre and LGs. We call upon Ministry of Works and Transport to regularly guide the Local Governments on the prevailing policy regime and standards as enshrined in the Local Governments Act cap 243.

APPRECIATION

1. We want to thank the Government of Uganda for the provision of a strong road unit which has enabled us to maintain our roads very well. What remains for us is to ensure that we use this equipment as envisaged, and service and maintain it very well.

2. We thank the Uganda Road Fund for the timely release of funds to the Local Governments, and for also responding positively whenever there are emergency requests that cannot be handled using our normal URF grant.

3. We thank UNRA for taking up some Urban Centers for tarmacking roads. It is our prayer that more are taken up.

4. Thank Development Partners for funding roads maintenance programs in the country.

5. Thank private sector for working with us in roads construction/maintenance.