



# ROAD MAINTENANCE MONITORING REPORT

Q1-4 FY 2014/15 (July 2014 – June 2015)

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## ROAD MAINTENANCE MONITORING FINAL REPORT QUARTER 1-4 FY 2014/15 (July 2014 – June 2015)

**Urban Authorities**  
**District Local Governments**  
**UNRA Stations**

Arua Municipality  
Amuru, Moyo, Yumbe, Arua  
Moyo UNRA Station



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**SEPTEMBER, 2015**

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## Foreword

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This is a monitoring report of road maintenance programmes funded by Uganda Road Fund (URF) in the FY 2014/15 covering the period July 2014 – June 2015 for five Designated Agencies (DAs) and one UNRA Station, viz. Arua Municipality, Amuru, Moyo, Yumbe, and Arua District Local Governments, and Moyo UNRA Station. It covers physical and financial performance of the aforementioned agencies from Q1 to Q4 FY 2014/15.

In the FY 2014/15 Performance Statement and the One Year Road Maintenance Plan, URF committed to monitor and evaluate its operations and performance of designated agencies. This is an instrument the Fund employs in assessing the efficiency and effectiveness of its road maintenance funding strategies as mandated to it by the URF Act, 2008. It also comprises one of the key functional pillars used by the Fund to track implementation of its performance agreements with designated agencies each financial year.

It is hoped that readers find this report useful as a source of data and information in line with our core values of Prudence, Transparency, Integrity, and Value. Comments that are aimed at improving the quality of our business processes and future reports are very much welcome.



**Eng. Dr. Michael M. Odongo**  
Executive Director  
15<sup>th</sup> September 2015

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## EXECUTIVE SUMMARY

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### 1.0 INTRODUCTION

This Monitoring and Evaluation report considered Quarters 1, 2, 3 and 4 of financial year 2014/2015 covering Amuru, Moyo, Yumbe and Arua District Local Governments; Arua Municipality, and Moyo UNRA station. These six agencies were assessed under Call off Order 3 as issued by Uganda Road Fund (URF) to M/s. Dativa and Associates under a framework contract (Ref. URF/SRVCS/13-14/00036). The agencies are part of the one hundred and thirty five (135) URF DAs, including Uganda National Roads Authority (UNRA) for national roads, Kampala Capital City Authority (KCCA) for capital city roads, 22 Municipal Councils for municipality roads; and 111 District Local Governments for District, Urban, and Community Access Roads (DUCARs).

URF provides financial resources for road maintenance through disbursements to DAs which are mandated to manage public roads. Monitoring and Evaluation (M&E) is one of the mechanisms employed by the URF Board in the collection of data and information on DAs, and in tracking their performance in accordance with provisions of bilateral agreements (URF-DA) in particular and the URF Act in general.

Accordingly, the aforementioned agencies in the Northern / North Western Region of Uganda were monitored in line with the URF objectives hereunder.

### 1.1 OVERALL OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment required an assessment of the extent to which the objectives of URF were being met with reference to the Key Performance Indicators (KPIs) set out in the performance agreements with DAs and the One Year Road Maintenance Plan (OYRMP). The M&E also aimed at generating lessons learnt and best practices for continuous improvement. The report considered Quarters 1, 2, 3 and 4 of financial year 2014/2015 for Amuru, Moyo, Yumbe, and Arua District Local Governments; Arua Municipality, and Moyo UNRA station. The field work was conducted from 21<sup>st</sup> July - 6<sup>th</sup> August, 2015.

### 1.2 SPECIFIC OBJECTIVES OF THE ASSIGNMENT

The specific objectives of the assignment included the following:

- a) To ensure effective and timely monitoring of the implementation of performance agreements signed between URF and DAs;
- b) To ensure timely production of M&E reports to inform decisions in the key operations of the Fund;
- c) To ensure effective collection of data on condition of public roads and identification of the various relevant parameters that directly affect delivery of road maintenance services; and
- d) To ensure recurrent identification of key policy issues for the attention of the Fund Board, and lessons for continuous improvement.

## 1.3 SUMMARY OF ANALYSIS AND MAIN FINDINGS

### 1.3.1 Activities undertaken and their relevance to road maintenance

Across all the DAs visited, four major categories of activities were undertaken that had relevance to road maintenance. They were:

- a) Planning, which included developing work plans and budgets;
- b) Engineering works, which included i) Routine Manual Maintenance, ii) Routine Mechanised Maintenance including term maintenance, and Periodic Maintenance.
- c) Administration of axle load control weigh bridges (concerns national roads only).
- d) Operation and repairs of road equipment which included:
  - Servicing the Chinese road equipment on guarantee by the supplier,
  - Training road equipment operators.
- e) Support services to road maintenance activities which included:
  - Overall and road maintenance planning work under Medium Term Framework (MTF), Annual and Quarterly plans
  - Procurement and recruitment
  - Disbursement of road funds
  - Storage and dispensing road materials
  - Accounting and executing payments
  - District Roads Committee operations
  - Environmental, health and gender issues mainstreaming
  - Road supervision, monitoring and evaluation.

### 1.3.2 Performance of road maintenance programmes

A procedure for rating DAs' performance was undertaken and Table A gives the summary of findings.

**Table A: National Roads Maintenance Programme**

Agency	Performance Rating (%)			Performance Category
	Physical Performance	Financial Performance	Overall Performance	
Moyo UNRA Station	54.1%	80%	67%	Fair
Performance National Roads	54.1%	80%	67%	Fair

## B: DUCAR Maintenance Programme

The rating of DAs' performance under the DUCAR is summarised in **Table B**. It indicates individual agency performance in physical, financial, overall and using evaluation dashboard colours where **Green**, is good, **Amber**, is fair and **Red** for poor as depicted by **Table B1**.

**Table B: Agency by agency DUCAR performance ratings**

Agency	Performance Rating (%)			Performance Category
	Physical Performance	Financial Performance	Overall Performance	
Arua MC	45%	84%	65%	Fair
Amuru DLG	42.2%	68%	55%	Fair
Moyo DLG	81.1%	96%	89%	Good
Yumbe DLG	82.7%	100%	91%	Good
Arua DLG	61.5%	100%	81%	Good
<b>Average Performance DUCAR</b>	63%	90%	76%	<b>Good</b>

The overall average performance of DUCAR was 76%, with a physical performance of 63% and financial performance of 90%. Overall performance of Yumbe DLG (91%) was rated as good and the best in the lot visited in Call –off order number 3, followed by Moyo DLG and Arua DLG. The worst performing agency was Amuru DLG with an overall performance of 55%, followed by Arua MC at 65%.

**Table B1: Performance Rating Legend**

Performance Rating Range	Dashboard colour	Performance Category
0-33%		Poor
34-67%		Fair
68-100%		Good



## 2 SUMMARY OF KEY GENERAL AND SPECIFIC FINDINGS

### A1: National Roads

The URF budget for FY 2014/15 for national roads maintenance programme under UNRA had an approved annual budget allocation of UGX 274.438 billion. Planned activities under the programme included routine manual maintenance of 12,300 km at an estimated cost of UGX 10.5bn; routine mechanized maintenance of 6,500km at an estimated cost of UGX 32bn; term maintenance of 8,144km at an estimated cost of UGX 64bn; periodic maintenance of 2,125km at an estimated cost of UGX 97.46bn; routine/periodic maintenance of 307 bridges at an estimated cost of UGX 7.5bn; operation and maintenance of 15 axle load control weighbridges at an estimated cost of UGX 7.5bn; operation and maintenance of 9 ferries at an estimated cost of UGX 10bn; other qualifying works including condition assessment, road committees, low cost sealing and consultancy services at an estimated cost of UGX 10.14bn; plant and equipment maintenance at an estimated cost of UGX12.15bn; road materials and tools at an estimated cost of UGX 3.85bn; road safety activities at an estimated cost of UGX 9.3bn; and operational expenses estimated at UGX 10bn.

This report covers monitoring at Moyo UNRA Station for the quarter ended June 2015 (FY 2014/15).

Moyo UNRA Station is in charge of a road network of 700 Km, and two ferry landings. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

- ... 78.3% of planned Routine manual maintenance had been undertaken by the agency;
- ... 82.4% of planned Routine mechanised maintenance had been executed, and
- ... Performance for Periodic maintenance stood at 26.5 % of planned activities.

In financial terms, for quarters 1-4, a cumulative total of UGX 5,096,586,112 was available for road maintenance of which UGX 4,350,842, 153 (86%) had been utilized at the time of field work leaving UGX 1,073,785 (20%) yet to be utilized.

A summary of findings and recommendations is given in the Table A1 .

**Table A1: Key Issues in Moyo UNRA Station – Q1-4, FY 2014/15**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Routine manual maintenance faced with the challenges of low monthly rate and scarcity of labour.	Poor performance and fast road deterioration.	URF should task UNRA to incorporate Routine manual maintenance in the term contracts for better road maintenance performance.
2.	Inaccessibility of the Zonal equipment	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
3.	Aging fleet of equipment and vehicles not able to address the road maintenance needs on the network.	Rising road maintenance back log.	UNRA should expedite the acquisition of a serviceable fleet of equipment especially vibro rollers in the wake of the rising road maintenance backlog.
4.	Non-compliance with the PPDA regulations. Procurements amounting to UGX 928,793,614 had no Procurement files.	Risk of non-transparent procurement process	URF should engage PPDA to carry out procurement audits to strengthen compliance and controls.

Ref.	Finding	Risk/Effect	Strategies for improvement
5.	Payments totalling UGX 724,894,998 were inadequately supported with documents like reports, post assessment reports and time sheets.	Risk that expenditure incurred was not in the best interest of supporting URF objectives.	URF should task Moyo UNRA station to fully account for all payments made.
6.	Late release of funds to the Station. For example, Q2 funds were credited on the Station bank account on 1/12/2014; 60 days in the second quarter.	Risk non completion of work.	URF should ensure that funds are released in time.
7.	Delayed procurement of service providers since most members of the contracts committee who are Engineers are very busy.	Risk of delayed implementation of maintenance works.	URF should task the contracts committee members of Moyo UNRA to prioritise procurements made at the station.



## B1: DUCAR Network

The URF budget for road maintenance programmes under the DUCAR network for FY 2014/25 had an approved annual budget allocation of UGX 146,440 billion. A summary of findings and recommendations for Arua MC, Amuru DLG, Moyo DLG, Yumbe DLG and Arua DLG is given in Tables D1 and E1 .

**Table D1: General findings in DUCAR Agencies under Call-Off order No. 3: Q1-Q4, FY 2014/15**

Ref.	General findings		Strategies for improvement
	Finding	Risk/effect	
1.	There is weak central control of M&E functions in LGs  Environmental issues are addressed mainly in terms of tree planting and often borrow pit filling is ignored. Low remuneration rates not attractive to road gangs.	Inaccurate data in national OBT for performance rating.  The planners who manage OBT are reduced to receiving information from the District Engineer or Town Engineer without mechanisms for triangulating the accuracy of the data and yet the reports are fed into the National Output Based Tool for performance rating.	URF should liaise with OPM and MoFPED to make further financial provisions to strengthen the M&E function.  The M&E system should be centrally coordinated in every DA by the respective Accounting Officers through a designated officer. In the case of LGs, the Planner-District or Municipal Planner.
2.	Too many and long acting positions including low staffing levels, especially for engineering category is affecting efficient road maintenance works in many agencies visited.	Weak and gullible District engineers because of prolonged acting capacity  Poor performance due to limited skills which was evident for tarmacking town roads.	URF should engage Ministry of Public Service to review staffing levels at the agencies to ensure efficient implementation of road works.  URF should have a Zonal officer and ensure, through respective ministries that acting district engineers who are qualified are confirmed.
3.	Delays in the procurement process, partly due to lack of imprest or where procurements are above UGX 200 million have to be approved by the Solicitor General who takes long to approve.	Delays in the execution of road maintenance activities.	URF should provide funds for procurement related activities and advise DLGs to use framework contracts. URF should engage the Solicitor General to explore ways to expedite approvals.
4.	Inaccessibility of the Zonal equipment and once accessed; it is allocated for limited time as well as being expensive to transport.	Risk of resorting to hiring of private equipment that escalates road maintenance costs.	URF should engage MoWT to review the Zonal equipment policy, so that equipment is more readily available.
5.	Costly servicing of the FAW equipment and delays in carrying out the repairs.	High downtime of equipment slowing the pace of road works; Budget overruns on the mechanical imprest.	URF should engage MoWT to work out a cost effective mechanism for maintenance of equipment.
6.	Reduced attention to cross-	Inequity poor health and	URF should issue reminders to

Ref.	General findings		Strategies for improvement
	Finding	Risk/effect	
	cutting issues especially in the now dominant force account operations.	environment.	Accounting Officers with guidelines on how to coordinate cross-cutting issues under force account operations.
7.	Road drainage systems not adequately addressed.	Early deterioration of maintained roads.	URF should communicate M&E findings for attention of concerned DAs.
8.	Lack of key road maintenance equipment like vibro roller.	Failure to execute works to specification.	MoWT should consider procuring such equipment like rollers and water bowsters for the affected DAs.
9.	Performance requirement for RMM is not properly defined in the guidelines. Road gangs assume the payment is a right regardless of performance.	Failure to execute and complete works as per program.	MoWT should review the guidelines as regards the performance requirements for road gangs.
10	Low remuneration rates not attractive to road gangs.	Non-performance of routine manual maintenance.	URF should undertake a study to review rates so as to make RMM more competitive.

In addition, URF should:

- Synchronise road maintenance and road rehabilitation activities as these are closely allied especially where road maintenance fails to perform efficiently, it leads to need for rehabilitation.
- URF should work closely with District Finance Departments to devise ways of speeding up alerts for remitted funds to all concerned and in addition, develop a vote and book keeping system that can allow calculation of actual unit rates for road fund related activities.
- URF should require (if it not already being done) real time reporting on disbursement of funds by UNRA headquarters to Stations. Since Stations are sub agencies, URF needs to know how efficiently funds are flowing there and enhance early warning system of likely poor performance.
- District Roads Committees should have an annual or biannual event where they share experiences in National Roads Management.
- Road Gangs should be equipped with tools to perform their work and their rates be reviewed to be competitive with other jobs of a similar nature.
- URF should work closely with MoWT to strengthen capacity building of road maintenance unit operators, regional workshops, and together closely monitor allied activities.
- There is need for improvement in record keeping and accountability for URF funds. Payments relating to URF should be separated from other sources to enable tracking utilisation of funds. Specific codes could be used to distinguish URF funds for ease of accountability. Disbursements of funds to sub counties should be timely.

**Table E1: Specific findings in DUCAR Agencies under Call-Off order No. 3: Q1-Q4, FY 2014/15**

Ref.	Finding	Agency where observed	Risk/Effect	Strategies for improvement
1.	Much of the planned works for the FY 2014/15 were still being implemented.	Arua MC	Delayed completion of works affecting future plans	Arua MC should endeavour to complete works in time.
2.	Marked encroachment on the road reserves requiring compensation before road works.	Arua MC	Affecting proper execution of road works.	Arua MC should sensitise the locals about the benefits of properly constructed roads.
3.	Lack of drainage interconnectivity.	Arua MC Moyo DLG	Flooding and severe erosion.	Arua MC and Moyo DLG are encouraged to come up with a drainage master plan and gazetting existing drainage channels.
4.	Low performance of road gangs especially in the cleaning of drains.	Arua MC	Fast road deterioration	Arua MC is encouraged to recruit road gangs and improve supervision to ensure optimal performance.
5.	Limited staff in the PDU (one Staff) who is overwhelmed with a lot of work	Arua MC	Risk of non-performance of road works due to delayed procurement of works materials etc.	URF should task Arua MC to recruit another procurement official to ensure procurements are done in a timely manner.
6	Lack of technical knowledge in using IFMS	Arua MC	Risk of producing inaccurate financial reports.	URF should request MoFPED to conduct a refresher course to help accountants properly and effectively use the IFMS.
7	Non-compliance with section 11 (a) of the performance agreement which states that “the DA should within 30 days submit a report on the status of utilisation of the finance sum and progress made by the DA in achieving its Performance Targets”.	Arua MC	Risk of Non-compliance with section 11 (a) of the Performance Agreement.	URF should task Arua MC to always comply with the Performance Agreements.
8	Routine manual maintenance faced with the challenges of low monthly rate and scarcity of labour.	Arua MC	Poor performance and fast road deterioration.	URF and Arua DLG should study the rate, works to be done and desired performance and come up with a realistic rate particular to the DA.
9	Inadequately trained grader operator	Yumbe DLG	Poor and expensive performance of works	Yumbe calls on MoWT to relax qualification requirements for operators, given availability of good operators but not meeting the current qualification criteria.
10	Woi timber bridge along Kuru – Lobe road and Oya timber bridge on Tala – Lodonga road in very poor state.	Yumbe DLG	Road being inaccessible	Yumbe DLG should request MoWT bridge unit to study bridges and come up with sound solutions for their repairs.

Ref.	Finding	Agency where observed	Risk/Effect	Strategies for improvement
11	Poor inter-governmental relations between District and lower LGs are limiting performance. In Moyo, the relationship between DLG and TC was poor and it had affected road works for the TC.	Moyo DLG	Non / delayed completion of planned road works.	URF should task Moyo DLG officials to resolve such impasses to ensure timely implementation of planned works.
12	Un updated accounting records for Pajulu Sub county (Arua DLG), Amuru TC (Amuru DLG), Lamogi Sub County and Yumbe TC (Yumbe DLG).	Arua, Amuru and Yumbe DLG sub agencies	Incomplete records and no valid reports for management decision making.	URF should task respective Agencies to ensure that accounting records maintained by the Sub Agencies are up to date.
13	Variance between amounts stated in the approved WP and the figure stated in the Performance Agreement.	Arua DLG Yumbe DLG Amuru DLG	Risk of non-completion of planned works	URF should always ensure that before the Performance Agreements are signed, work plans are checked.
14	No Procurement Imprest	Arua DLG Amuru DLG	Delays in the procurement process since there is no imprest for printing of the bid documents.	URF should advise Arua DLG to always provide imprest to the PDU.
15	Missing payment vouchers for Ladong Sub county amounting to UGX 4,960,000.	Yumbe DLG	A Risk that payments made were not for meeting the objectives of URF.	URF should task Yumbe DLG to account for the missing payment voucher or else Yumbe DLG refunds back the money.
16	Failure to monitor road maintenance of the CARs (Sub Counties) by the works department	Yumbe DLG	Risk of diversion of URF funds	URF should ensure that Yumbe DLG closely supervise how the funds for CARs are utilised
17	Failure to attach accountabilities e.g. pre and post assessment reports, activity reports and fuel consumption sheets to payment vouchers for both DAs and Sub DAs.	Yumbe DLG Moyo DLG	Risk that funds were not utilised for the intended road maintenance works.	URF should emphasize to all DAs that payment vouchers which are inadequately supported are refundable.
18	Commingling of funds –resulting into misstatement of accountability reports.	Moyo DLG (Moyo TC)	Inaccurate financial reports which affects decision making.	URF should advise Moyo TC to carry out refresher courses (accounts department) to ensure road funds are clearly identified and accounted for.
19	Non submission of accountability reports by DAs sub agencies	Moyo DLG	Risk of misuse / non-utilisation of URF funds.	URF should task Moyo DLG to ensure that all the Sub Agencies submit their accountability reports.
20	Diversion of funds - UGX 340,000 was diverted to CAIP activities (Amuru DLG) Yumbe DLG transferred UGX 1,800,000 to LGMSD and two sub agencies also diverted road funds i.e. Kuru Sub county diverted UGX 400,000 to NAADs activities and Romogi S/C diverted UGX 540,000 to fencing of the Locombo Health Centre.	Amuru DLG Yumbe DLG Sub agencies	Risk of non-completion of URF works	URF should task Amuru DLG to refund back the funds which were diverted.

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## LIST OF ABBREVIATIONS AND ACRONYMS

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<b>BFP</b>	Budget Framework Paper
<b>BoQ</b>	Bills of Quantities
<b>CAIIP</b>	Community Agricultural Infrastructure Improvement Programme
<b>CAO</b>	Chief Administrative Officer
<b>CARs</b>	Community Access Roads
<b>CFO</b>	Chief Finance Officer
<b>DA</b>	Designated Agency
<b>DLG</b>	District Local Government
<b>DRC</b>	District Roads Committee
<b>DSC</b>	District Service Commission
<b>DUCARs</b>	District, Urban and Community Access Roads
<b>FAW</b>	Chinese automotive manufacturing company
<b>FGD</b>	Focus Group Discussions
<b>FY</b>	Financial Year
<b>IGG</b>	Inspector General of Government
<b>K</b>	Kilometre
<b>KPI</b>	Key Performance Indicator
<b>LC</b>	Local Council
<b>LGMSD</b>	Local Government Management and Service Delivery
<b>LMC</b>	Lira Municipal Council
<b>LPO's</b>	Local Purchase Orders
<b>M</b>	Metre
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MC</b>	Municipal Council
<b>Mm</b>	Millimetre
<b>MoFPED</b>	Ministry of Finance, Planning and Economic Development
<b>MoWT</b>	Ministry of Works and Transport
<b>MPs</b>	Members of Parliament
<b>OYRMP</b>	One Year Road Maintenance Plan
<b>PDE</b>	Procuring and Disposing Entity
<b>PPDA</b>	Public Procurement and Disposal of Assets Authority
<b>Q</b>	Quarter
<b>TC</b>	Town Council/Town Clerk
<b>ToR</b>	Terms of Reference
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UGX</b>	Uganda Shillings
<b>UNRA</b>	Uganda National Roads Authority
<b>URF</b>	Uganda Road Fund

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## 1.0 INTRODUCTION

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### 1.1 DESCRIPTION OF THE REPORT

This Monitoring and Evaluation (M&E) report is in response to work issued in the third Call-off Order under a framework contract (Ref. URF/SRVCS/13-14/00036) between Uganda Road Fund (URF) and Dativa and Associates. The assignment required Dativa and Associates to assess the extent to which the objectives of URF were being met with reference to the Key Performance Indicators (KPIs) set out in the performance agreements with Designated Agencies (DAs) and the One Year Road Maintenance Plans (OYRMP). The M&E also aimed at generating lessons learnt and best practices for continuous improvement. The report considered Quarters 1, 2, 3 and 4 of financial year 2014/2015 for Amuru, Moyo, Yumbe and Arua District Local Governments; Arua Municipality, and Moyo UNRA station.

The rest of this section covers background information to URF Agencies in the Call-off Order, purpose of the assessment and Key issues addressed. The second section considers Methodology while the third discusses main findings followed by the fourth that discusses national and district roads of the Monitoring and Evaluation exercise. The fifth and final section covers recommendations.

### 1.2 BACKGROUND TO URF AND ITS DESIGNATED AGENCIES IN THE CALL-OFF ORDER NO.3

This sub-section gives background information to URF and the agencies covered in the Call-off Order no.3.

#### 1.2.1 Uganda Road Fund

The URF is a corporate body established by an Act of Parliament known as the Uganda Road Fund Act, 2008. The Act spells out the mandate of URF among other things, to designate agencies to carry out the following responsibilities:

- i) The development, rehabilitation and maintenance of public roads in a manner consistent with the economy and set standards;
- ii) That operations are conducted efficiently, economically and with due regard to safety; and
- ii) That the financial administration is conducted in accordance with the provisions of the URF Act and any general or specific directions issued by the Board (Fund).

The URF mandate also includes powers to collect any data and information which is necessary in supervision of the functioning of Designated Agencies in performance of road maintenance. In line with these demands, this assignment was commissioned.

### 1.2.2 Designated Agencies in the Call off order no.3

The selected agencies under the third Call off Order are part of what is generally referred to as the West Nile sub-region (previously known as West Nile Province and West Nile District) - an area covering north-western Uganda, plus Amuru, a district of Acholi sub-region, but all lying in , Northern Uganda. It is important to point out here that some parts of the West Nile sub region such as Adjumani, Koboko, and Maracha were covered in Call off Order 1, two still remain –Nebbi and Zombo districts. In summary, for Call off Order 3, **Table 1** below depicts Designated Agencies covered.

**Table 1: Selected Agencies under Call-Off Order No.3**

Agency type	Name of Agency
Urban Authorities: Municipal Councils	Arua Municipality
District Local Governments	Amuru, Moyo, Yumbe and Arua
UNRA Stations	Moyo UNRA Station

The area covered by the DAs in this Call off Order is home to about 1.6 million people according to the 2014 national census and within West Nile sub-region.

## 1.3 PURPOSE OF THE ASSESSMENT

The purpose of the assessment was at two levels: an overarching aim (general objective) and specific objectives of the services. These objectives and assessment activities undertaken are all itemised under this subsection.

### 1.3.1 Overall objective of the services:

The overall aim of the assignment was to establish the degree to which the objectives of the Fund are being met with reference to:

- i) Key Performance Indicators (KPIs) set out in the performance agreements and the One Year Road Maintenance Plan (OYRMP) and;
- ii) Generate lessons learnt and best practices for continuous improvement.

### 1.3.2 Specific objectives of the Services

The specific objectives of the assignment included the following:

- a) To ensure effective and timely monitoring of the implementation of performance agreements signed between URF and DAs;
- b) To ensure timely production of M&E reports to inform decisions in the key operations of the Fund;
- c) To ensure effective collection of data on condition of public roads and identification of the various relevant parameters that directly affect delivery of road maintenance services; and
- d) To ensure recurrent identification of key policy issues for the attention of Board, and lessons for continuous improvement.

### 1.3.3 Scope of activities

The scope of activities of the assessment was as follows:

- i) Measuring KPIs of road maintenance activities financed by URF as stipulated in the performance agreements between URF and the DAs, as achieved during the quarter and cumulatively from the beginning of the current FY;
- ii) Tracking the quarterly and cumulative utilization of funds disbursed to agencies against approved work plans;
- iii) Tracking the utilization of funds rolled over from most previous Financial Year (FY) against the corresponding approved work plans;
- iv) Collection of data on effectiveness and immediate impact of URF funding on condition of public roads and identification of the various relevant parameters that directly affect delivery of road maintenance services;
- v) Identification of potential risks, implementation challenges and limitations at the agency and programme levels and proposing possible mitigation strategies;
- vi) Collection of data on the level of compliance with government policy requirements on mainstreaming of crosscutting issues, namely HIV awareness, gender and environmental protection issues;
- vii) Tracking of actions taken by DAs on previous audit, M&E and Board recommendations;
- viii) Collection of data on level of private sector involvement in road maintenance activities among DAs;
- ix) Establish the level of functionality of District Roads Committees (DRCs), identify weaknesses and propose corrective action/ necessary improvements;
- x) Make assessment of the efficiency and effectiveness; and propose areas of improvement of the force account implementation strategy in road maintenance specifically with regard to: equipment condition, quality of staff driving the equipment, maintenance services for equipment, recruitment of gangs, daily productivity under force account, procurement of input materials and quality assurance.
- xi) Develop a performance rating criteria for DAs. This stems from the need to translate M&E findings into a performance rating for a given DA.
- xii) Prepare a draft final report on the consultancy services setting out summaries of all quarterly reports produced during the period of the assignment; key policy issues; lessons learned/ best practices identified, conclusions and recommendations; and
- xiii) Prepare a final resubmission comprising of the draft final report, amended with comments of the client, and project final accounts.

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## 2.0 METHODOLOGY OF THE MONITORING AND EVALUATION.

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The methodology adopted included the following:

- A general approach identified questions to be answered by the M&E exercise,
- Identification of data needs (evidence) and appropriate methods to collect the evidence;
- Development of tools for data collection;
- Application of sampling techniques for respondents and roads to be monitored;
- Agreeing on itinerary for field visits to be followed during data collection
- Data collection, and;
- Deployment of appropriate analysis methods and tools.

### 2.1 GENERAL APPROACH, METHODS AND TOOLS

Using Terms of Reference (ToR) as issued by the Client (URF), the Consultant gleaned out fourteen (14) interest areas for monitoring and evaluation (assignment objectives) around which data collection was organised. For each area of interest, twenty four (24) assessment questions were developed, necessary evidence and its source identified; appropriate methods and tools considered for data collection as detailed out in **Appendix 5**. In **Box 1** below, the headline questions raised during data collection are summarised.

#### Box 1: Assessment questions gleaned from objectives and scope of work activities

1. What is the degree to which the objectives of the fund are being met with reference to KPIs?
2. How was effective and timely monitoring of DAs ensured?
3. How timely have M&E reports been produced to inform decisions in the key operations of the Fund?
4. How effective has collection of data on condition of roads and identification of various relevant parameters that directly affect delivery of road maintenance services ensured?
5. What are the key policy issues for attention of Board?
6. What are the lessons for continuous improvement?
7. What was the respective agency's quarterly requisition?
8. For what purpose was quarterly requisition for?
9. When was the quarterly release made?
10. How much was released?
11. What was the quarterly release actually utilised for?
12. What was the basis for unit rates?
13. What were the funds rolled over from previous FY?
14. Were they rolled over to current FY?
15. How were they utilised against approved work plans?
16. What threats exist with Road Funds and funded agencies?
17. What are strengths of RF and their agencies?
18. What are the weaknesses of RF and their agencies?
19. What is the level of involvement of the private sector in road maintenance activities among DAs?
20. Have the DAs implemented the recommendations made from the previous audit, M&E and board reports?
21. What is the level of functionality of District Roads Committees (DRCs),
22. What are the weaknesses noted and recommended corrective action for improvements?
23. How effective and efficient is force account implementation strategy in road maintenance specifically with regard to: equipment condition, staff quality, gangs, productivity and material procurement?
24. What is the performance rating criteria of the DAs based on M&E findings?

The Consultancy team used both qualitative and quantitative methods for the assessment to answer the questions raised (Ref. Box 1). Qualitative methods were employed in addressing questions that could not be precisely measured quantitatively e.g. Identifying potential risks, implementation challenges and limitations at the agency level for particular areas of performance. Performance assessment questions in relation to Key Performance Indicators (KPIs), funds utilisation tracking, and infrastructure condition maintenance strategies were addressed quantitatively.

## **2.2 SPECIFIC M & E ACTIVITIES**

The assignment was undertaken in three major phases with a number of stages within each phase.

### **i. Preparatory stage for field activities**

The preparatory phase started with the receipt of second Call off Order which was received from the URF on 3<sup>rd</sup> July 2015 and field visits commenced on 21<sup>st</sup> July, 2015 lasting up to 6<sup>th</sup> August, 2015. The lead time to commencement of field visits was shorter given prior experience of the first and second Call off Orders in which tools for collection were already assembled. What needed to be done was extensive document review on the subject DAs in order to approach them with a fair amount of prior knowledge to build on for the M&E exercise.

Document review in general aimed at establishing the following:

- i) Agreed performance indicators, quantities of works planned for execution (targets) and milestones (including time, activities and budgets) for the agency and sub-agencies for quarters 1, 2, 3 and 4 of FY 2014/15;
- ii) Actual amounts of money disbursed to the agency, reported expenditure and outputs;
- iii) Details of the different road sections and lengths planned to be maintained by the agency, scope of works (routine or periodic), maintenance modality employed (direct labour manual or mechanised), estimated costs and the assumptions used in estimation;
- iv) Reported details of the road sections and lengths maintained by the agency, scope of works (routine or periodic) and actual costs incurred;
- v) Confirm compliance with the approved work schedule of the agencies and sub-agencies on quantities, quality and costs;
- vi) Establish the actual amounts of money received by the agencies and sub agencies, verify the correctness of the reported expenditure and outputs;
- vii) Confirm the correctness of the reported details of road sections and lengths maintained by the agencies and sub-agencies, scope of works (routine and periodic) and actual costs incurred;
- viii) Establish the actual amounts of money which, having been received by the agencies was passed on to the sub-agencies and confirm the quantities, quality and costs of the works undertaken.

While document review was important prior to field work, it also continued to be during and after field work. Documents collected in the field had to be reviewed and this continued even after returning from the field. The Consultant developed an itinerary and fixed appointments with the respective Accounting Officers prior to commencement of field visits. The major



handicap was that the team lacked an introductory letter from the Executive Director, Uganda Road Fund which some DAs demanded. In some cases, the Call off Order was used although it disclosed information that the respondents did not need.

## ii. Field Work

This phase involved field visits to designated agencies (21<sup>st</sup> July – 6<sup>th</sup> August, 2015) and programme sites as specified in the call off order. The consultant itinerary is detailed in **Table 2:**

**Table 2: Itinerary during field work**

Dates	Designated agency visited	Key activities
21 <sup>st</sup> July, 2015		Travel from Kampala to Gulu
22 <sup>nd</sup> – 23 <sup>rd</sup> July, 15	Amuru DLG	<ul style="list-style-type: none"> <li>Briefing sessions</li> <li>Desk studies especially examination of work plans, books of accounts and minutes of meetings</li> <li>Key informant interviews</li> <li>Visits to project sites-district and community access roads</li> <li>Debriefing session</li> </ul>
24 <sup>th</sup> July, 15	Moyo UNRA Station	
25 <sup>th</sup> – 26 <sup>th</sup> July, 15	Weekend used for Data Analysis and report writing	
27 <sup>th</sup> – 28 <sup>th</sup> July, 15	Moyo DLG	
29 <sup>th</sup> – 30 <sup>th</sup> July, 15	Yumbe DLG	
31 <sup>st</sup> July 15	Arua Municipality	
1 <sup>st</sup> – 2 <sup>nd</sup> August, 15	Weekend used for Data Analysis and report writing	
3 <sup>rd</sup> – 5 <sup>th</sup> August, 15	Arua DLG	
6 <sup>th</sup> August, 15		Travel from Arua to Kampala

### Briefing sessions and interviews

On arrival at every station, briefing sessions with Accounting Officers (Town Clerks, UNRA Field Station Manager), the Chief Administrative Officer (CAO), Deputy CAO, District Planner, Chief Finance Officers and respective accountants, District Engineer, Community Development Officers, Environmental Officer, and District Treasurer were undertaken. The briefing sessions were an opportunity to stress the purpose of the Monitoring and Evaluation visit and to get general comments on the administration of the road funds.

Upon getting an overview of the DA's road fund related activities, the Consultant team would breakout to various departments and respondents. The Team Leader concentrated on interviews with the Accounting Officers, the District Chairpersons, the District Planners, District Environment Officers and, and District Health Inspectors. The Engineer on the team would proceed to engineering department to hold discussions with the District Engineers and later proceed to inspect roads. The Finance Experts on the team concentrated on accounts and procurement departments to examine books of accounts by ensuring adequate accountability of URF funds received in the respective quarters; and procurement aspects of the road maintenance activities as well as adequacy of stores management systems.

### In-field documents reviews

In-field desk studies were restricted to documents that related to reports submitted by the LGs to URF and in the case of Moyo UNRA Station, those submitted to UNRA Headquarters. These included Annual and Quarterly Plans, quarterly reports, minutes of District Roads Committees, procurements documents, accounting records and correspondences on staff matters related to Engineering departments. Relevant reports related to road fund were also examined among other documents.

## Road inspection

In most of the cases, the Engineer on the team undertook road inspection visits; although in some cases, the Team Leader also visited some roads. The field inspection activity provided valuable opportunities to assess the quantity and quality of performance of road maintenance work. Challenges would be confirmed, collective advice would be given on the way road maintenance would be satisfactorily undertaken. Some interviews continued especially with the Lower Local Government officials at Town Councils and Sub Counties.

## Debriefing sessions

Debriefing sessions were held for all DAs. The Consultant, upon finalising examination of records, road maintenance sites, and undertaking interviews, would briefly meet to harmonise findings prior to sharing them during the general debriefing session with the DA key staff. In the debriefing meetings, findings would be shared, further questions raised and explanations given. These debriefing sessions also provided an opportunity to point out best practices and weaknesses noticed including sharing experience of other DAs already visited. In some instances, the Accounting Officer made immediate administrative directives.

### iii. Data Processing, Analysis and Draft Report Writing Stage

The Consultant stayed in the field for 16 days including two weekends. This was ample time to consider the data collected from desk reviews and field visits. Analysis of the data and its interpretation were against the monitoring and evaluation objectives as gleaned from the TORs (Ref. Box 1). While the bulk of data analysis was undertaken back in the field, the exercise continued especially the quantitative questions that required collating the data with other data sets. After analysis, the Consultant team held report drafting meetings to derive a sense of common understanding from the analyses.

## Summary of methodology

In general, the activities undertaken during the M&E assignment under this Call off Order number 3 were as summarised in **Table 3** below:

**Table 3: Activities undertaken during the M&E Assignment**

Number	Activity	Relevance to the M&E assignment
1.	Documents reviews	✚ Preparatory work for field visits
2.	Briefing sessions per DA	✚ To achieve mutual and common understanding of the essence of the M&E assignment
3.	Inspection of roads	✚ How maintenance is being undertaken.
4.	Inspection of stores	✚ How physical resources and inventory are managed.
5.	In-field examination of documents	✚ Audit of road fund utilisation.
6.	Visits to sub counties	✚ How road gangs are recruited, trained and supervised and how funds are being utilised.
7.	Discussions with road users	✚ Assessing appreciation of road maintenance works.
8.	Assessment of functionality District Roads Committees	✚ Decisions taken concerning prioritisation of road maintenance.
9.	Examination of Procurement processes	✚ Contribution to efficient acquisition of goods and service.
10.	Assessment of environmental, health and gender issues management	✚ Interaction between crosscutting issues with road maintenance activities.

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## 3.0 DATA PRESENTATION, ANALYSIS AND MAIN FINDINGS

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This chapter presents data and main findings derived from agency by agency analysis:

### 3.1 OBSERVED ACTIVITIES AND THEIR RELEVANCE TO ROAD MAINTENANCE

The M&E exercise identified four major categories of activities undertaken and had relevance to road maintenance. They were:

- 1) Engineering works,
- 2) Operation, repairs and maintenance of road equipment,
- 3) Support services to road maintenance activities, and
- 4) Repairs of ferries

#### 3.1.1 Engineering works

During Q1, Q2, Q3 and Q4 of FY 2014/15, three types of maintenance activities were undertaken. These were:

- Routine Manual Maintenance
- Routine Mechanised Maintenance including Term Maintenance by contract
- Periodic Maintenance

#### Routine Manual Maintenance

Routine Manual Maintenance mostly involved grass cutting on the road sides and drainage cleaning including opening mitre drains, cleaning side drains and opening of culvert outflow channels.

For most urban centres, the drainage systems were being cleaned although there was a challenge of carting away debris from the drainage.

#### Routine Mechanised maintenance

Routine mechanised maintenance was done by all the six DAs. The sub activities carried out in the different agencies were predominantly pothole patching, grading, graveling and drainage improvement.

It was also observed that some DAs carried out rehabilitation and construction of new roads; for example Arua MC, Amuru, Yumbe and Moyo TCs.

#### Operation and repairs of vehicles/equipment

According to the findings, a range of operation and maintenance of road equipment are carried out by DAs.

The M&E team came up with an inventory of key equipment and vehicles as summarised in **Table 4** below:

**Table 4: Road maintenance equipment**

Type	Moyo UNRA	Arua MC	Arua DLG	Yumbe DLG	Moyo DLG	Amuru DLG
Pick ups	7	1	2	3	1	2
Motor cycles	2	2	5	4	3	2
Tippers	2	1	3	2	1	1
Truck		3				
Graders	3	1	2	2	2	1
Wheel loader		1	1		1	
Excavator	1					
Traxcavator	1					
Bull dozer			1		1	
Vibro roller	1		1			
Pedestrian Roller		1				
Bitumen Boiler		1				

The M&E team noted that most of the equipment and vehicles in the visited DAs are quite old leading to high equipment downtime and high costs of repairs. This grossly affected timely implementation of road maintenance works.

### 3.1.2 Support services to road maintenance activities.

Support services related to road maintenance that were observed included the following:

- Procurement and recruitment
- Disbursement of road funds by treasury and auditing
- Storage and dispensing road materials
- Accounting including executing payments
- Road supervision
- District Roads Committees operations
- Environmental, health and gender mainstreaming

In relation to the above activities to support road maintenance, the following are the findings:

- 1) Road Fund activities are not fully integrated in district planning activities. All District Planners interviewed participate in drawing work plans but are not engaged in monitoring except for Arua MC.
- 2) In general, release of funds to Agencies and sub Agencies happens by the 15<sup>th</sup> of the month following the end of a Quarter. However, in Moyo, the Town Council complained of delays to realise funds on their account and in addition support with road equipment from anywhere including the parent district is extremely low.
- 3) District local governments visited reported that there is no deliberate effort anymore to integrate cross-cutting issues in road maintenance activities except for Arua MC and Moyo UNRA Station.
- 4) The road equipment at all LGs and also Moyo UNRA Station required frequent repairs and the equipment were deemed inappropriate for the tasks they are required to perform. The UNRA station had an old fleet and some appeared grounded for ever. The

LGs' equipment was generally meant for very light work; yet some road maintenance and sometimes rehabilitation are performed.

- 5) The FAW equipment continues to affect road maintenance works due to its frequent breakdown since they are used for heavy works not meant for them.

In summary, **Table 5** below displays activities performed by DAs that are related to road maintenance.

**Table 5: Summary of road maintenance activities**

Number	Activity	Relation to road maintenance
1.	Planning and reporting	<ul style="list-style-type: none"> <li>Developing work plans and budgets</li> <li>Submission of periodic reports to URF</li> <li>Inputting work outputs in Output Based Tool (OBT)</li> </ul>
2.	Routine Manual Maintenance Routine mechanised maintenance Periodic maintenance Rehabilitation and construction of new roads	<ul style="list-style-type: none"> <li>Engineering works</li> </ul>
3.	Operation and repairs of vehicles/equipment	<ul style="list-style-type: none"> <li>Servicing the Chinese road equipment</li> <li>Training road equipment operators</li> </ul>
4.	Support services to road maintenance activities.	<ul style="list-style-type: none"> <li>Road supervision</li> <li>District Roads Committee activities</li> <li>Environmental, health and gender issues mainstreaming</li> <li>Procurement and road maintenance staff recruitment</li> <li>Management of road gangs and contractors</li> <li>Disbursement of road funds by treasury and auditing</li> <li>Storage and dispensing road materials</li> <li>Accounting including executing payments</li> </ul>

All activities observed are permissible under Road Fund guidelines except rehabilitation and construction of new roads. New roads are being constructed in Amuru and Yumbe town councils and many roads were under construction in Arua Municipality. The CAO in Amuru remarked;

‘...Amuru Town Council is new and had only one road and so new roads are being constructed to create streets and attract investment into the town’

Unfortunately, investments are slow and the roads constructed have fallen into disuse. In addition, rehabilitation and construction of new roads affects the FAW equipment severely when used in these heavy works.

### 3.2 EXTENT OF PERFORMANCE IN LIGHT OF KPIS

An assessment of district and national road network performed according to KPI is summarised below. It indicates that Yumbe and Moyo DLGs in general had good roads assessed at 82.7% and 81.1% respectively. Physical performance of roads in other DAs was assessed as fairly maintained as seen in the **Table 6** below.

**Table 6: Quality of road maintenance**

Designated Agency	Network length (Km)	Physical Performance (%)	Dashboard		
			Good	Fair	Poor
Arua MC	107.2	45.1			
Amuru DLG	211.73	42.2			
Moyo UNRA	700	54.1			
Moyo DLG	220.8	81.1			
Yumbe DLG	146.6	82.7			
Arua DLG	643.5	61.5			

It should be noted that these KPIs are reported as at the time of inspection 21<sup>st</sup> July– 6<sup>th</sup> August, 2015.

In terms of utilisation of road funds, findings are as follows:

### 3.3 QUARTERLY RELEASES AND UTILISATION OF FUNDS IN RELATION TO APPROVED PLAN

By the end of Q4, all the six Agencies that the Consultant visited had received releases amounting to UGX 10,402,564,656 and had rolled over funds of UGX 408,386,439; all funds available totalling UGX 10,810,951,095. UGX 1,509,356,633 was released to sub agencies, leaving all Agencies with a balance of UGX 9,301,594,462, out of which UGX 7,852,366,165 was utilised (84%) as summarized in Table 7 below.

**Table 7: Quarterly releases and utilisation of funds in relation to approved plan**

Agency	Rolled over funds	Receipts in FY	Total available funds	Transfers to sub agencies	Total available for Agency	Amount utilised	Balance unutilised	% utilised
	UGX	UGX	UGX	UGX	UGX	UGX	UGX	UGX
Arua DLG	-	1,086,326,803	1,086,326,803	159,950,208	926,376,595	925,487,150	889,445	100
Yumbe DLG	908,707	1,487,709,225	1,488,617,932	818,927,130	669,690,802	667,876,430	1,814,372	100
Moyo DLG	-	891,280,695	891,280,695	286,123,450	605,157,245	580,441,443	24,715,802	96
Arua MC	32,748,457	1,131,757,814	1,164,506,271	-	1,164,506,271	979,662,665	184,843,606	84
Moyo UNRA	328,160,826	5,096,586,112	5,424,746,938	-	5,424,746,938	4,350,842,153	1,073,904,785	80
Amuru DLG	46,568,449	708,904,007	755,472,456	244,355,845	511,116,611	348,056,324	163,060,287	68
<b>Total</b>	<b>408,386,439</b>	<b>10,402,564,656</b>	<b>10,810,951,095</b>	<b>1,509,356,633</b>	<b>9,301,594,462</b>	<b>7,852,366,165</b>	<b>1,449,228,297</b>	<b>84</b>

Yumbe, Arua and Moyo DLGs had the highest levels of funds utilisation at 100%, 100% and 96% respectively while Amuru DLG had the lowest assessed utilisation (68%).

### 3.4 PHYSICAL AND FINANCIAL PERFORMANCE RATING

Details of physical and financial performance at the end of Q4 are given in the respective DA reports in sections 4 and 5 below. What follows in section 3.5 are emerging average unit rates. However, we first present financial performance rating as summarised in **Table 8** below.

**Table 8: Financial performance rating**

Agency	Total available for Agency	Amount utilised	Percentage utilised	Absorption rating		
	UGX	UGX	%			
				Good	Fair	Poor
Arua DLG	926,376,595	925,487,150	100			
Yumbe DLG	669,690,802	667,876,430	100			
Moyo DLG	605,157,245	580,441,443	96			
Arua MC	1,164,506,271	979,662,665	84			
Moyo UNRA	5,424,746,938	4,350,842,153	80			
Amuru DLG	511,116,611	348,056,324	68			
<b>Total</b>	<b>9,301,594,462</b>	<b>7,852,366,165</b>	<b>84</b>			

### 3.5 EMERGING AVERAGE UNIT RATES OF ROUTINE & PERIODIC ROAD MAINTENANCE ACTIVITIES

Unit rates have been calculated and estimated basing on expenditure incurred on Periodic Maintenance, Routine Mechanised maintenance and Routine Manual Maintenance. The expenditure incurred was in form of road materials, fuel, road equipment, and payments to road gangs, payments to road overseers and for tools supplied to the road gangs. Operational expenses were excluded as some agencies could not apportion them to the projects.

From the analysis and calculations undertaken, the Consultant was able to compute the following unit rates as outlined in **Table 9** below:

**Table 9: Emerging unit rates**

Agency	Unit rates (UGX)		
	PM	RMeM	RMM
	UGX	UGX	UGX
Arua MC	53,618,245	1,300,330	2,194,909
AruaDLG	31,048,697	7,588,250	585,063
Moyo UNRA	31,865,881	1,223,420	466,695
Moyo DLG	1,177,232	4,164,330	884,184
Yumbe DLG		11,718,792	1,082,919
Amuru DLG		10,125,000	972,376

Note: It should be noted that PM under Moyo DLG is low due to Roads Committees assisting in acquisition of materials especially gravel at lower cost.

Other unit rates are based on national guidelines issued by URF; for example payments to road gangs.



It should be noted that road gangs are in many instances not provided with the necessary tools and they end up using their own equipment whose associated costs are not factored in by the employer. Therefore, the full cost of deploying road gangs cannot be reflected. In general, unit rates paid to road gangs was roundly described as too low by all DAs.

### 3.6 ORGANISATION & FINANCING OF ROADS AGAINST KEY PERFORMANCE CRITERIA

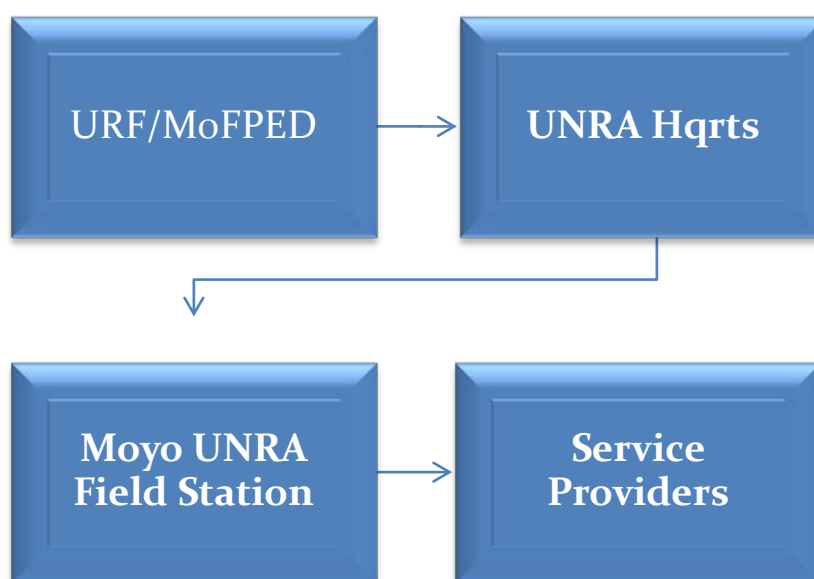
This section discusses organisation, management and financing of roads against efficient, effective and sustainability criteria from two broad perspectives: the perspective of Local Governments and that of a UNRA field station.

#### Perspective of Local Government

Two types of designated agencies fall under this category - the Municipal Council and District Local Government. Each of these DAs has sub-agencies as divisions and sub-counties respectively. URF disburses funds directly to the bank accounts of the DA and in the case of a district; these funds have to be transferred to works departmental account.

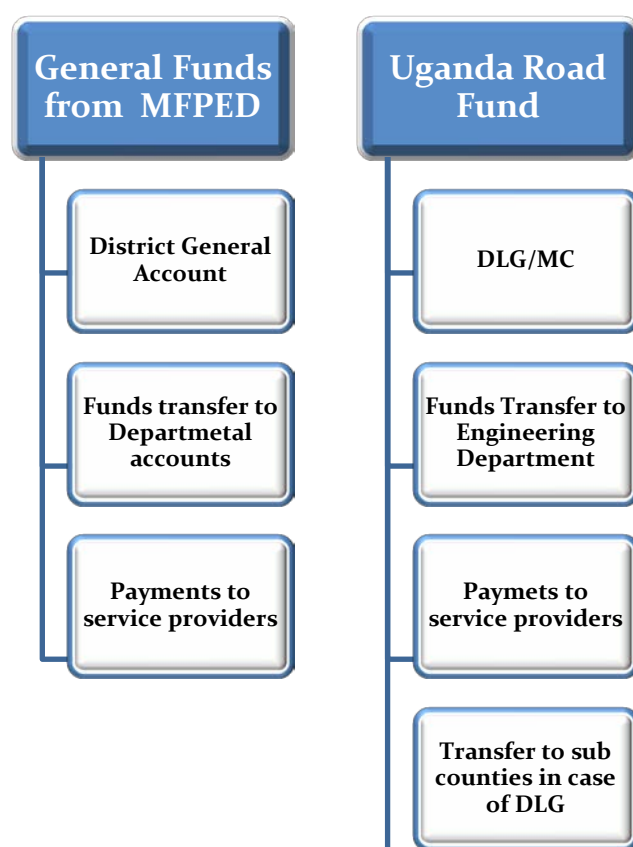
In the case of Moyo UNRA station, the flow of funds follows the pattern indicated the figure 1 below:

**Figure 1 Flow chart for funds in the UNRA field station**



As for LG agencies the flow pattern as indicated in figure 2 below.

**Figure 2: Flow chart for funds in Local Government Sub-system**



The Consultant noted that while government subventions (transfers) from Ministry of Finance, Planning and Economic Development (MoFPED) have a well-developed transfer and alert system to eliminate delays to notify and transfer funds to respective user departments, this seems not be the case with Road Fund remittances except for Amuru DLG. Road Fund money can be received at the district general account and it takes time for the Engineering department to be alerted about these funds, let alone for the district treasury to transfer the money. This creates an artificial shortage of funds for execution of road works.

The coordination between the District Roads Committee (DRC) and the District engineering department was well streamlined especially where the Chairperson of the DRC is also the District Chairperson. All the District Road Committee (DRCs) were meeting regularly for at least three times a financial year. The only exception was Moyo DLG where the DRC sat only once in 2014/2015.

All district local governments had road maintenance equipment with trained operators. However, the capacity to service and repair the equipment was in all cases assessed as limited, if not none existent in some cases. Local governments with Chinese made equipment (FAW) were still under guarantee for both servicing and repairs. In all cases, the LG officials complained that the costs were prohibitive and unsustainable. It was also noted that while the equipment was designed for light work of maintenance, the conditions of some roads warranted rehabilitation before routine maintenance and such works was stretching the capability of the equipment.

### 3.7 BOTTLENECKS IN UTILISATION OF FUNDS BY DAS & CURRENT METHODS TO ADDRESS THEM

A wide range of bottlenecks were observed during the field visits and include the following:

- High staff turnover especially for the position of District Engineer. In all LGs the position of District Engineer was occupied by staff in acting capacity. In some LGs they had acted for over 3 three years. In some cases the person acting was not even of engineering profession. For example, in Moyo DLG the acting district engineer was of environment management specialisation.
- In the rest of the DAs except Moyo UNRA station, all engineers were in acting capacity. The staff issue also affected the town councils and other field staff such engineering assistants. Low staffing levels affected road works. Refer to **Table 10** below:

Table 10: Staffing (Engineering Dept/Section)

Arua MC	Staff	Moyo DLG	Staff
Head	1	Head	1
Deputy	1	Deputy	1
Engineering Assistants	2	Engineering Assistants	2
Road Inspectors	1	Road Inspectors	-
Road Overseers	-	Road Overseers	-
Amuru DLG		Yumbe DLG	
Head	1	Head	1
Deputy	-	Deputy	-
Engineering Assistants	1	Engineering Assistants	-
Road Inspectors	-	Road Inspectors	1
Road Overseers	7	Road Overseers	-
Moyo UNRA		Arua DLG	
Head	1	Head	1
Deputy	-	Deputy	1
Engineering Assistants	2	Engineering Assistants	1
Road Inspectors	2	Road Inspectors	1
Road Overseers	7	Road Overseers	-

### 3.8 ATTRIBUTES OF EFFICIENT AND EFFECTIVE MONITORING AND EVALUATION SYSTEM

A comprehensive monitoring and evaluation system of the road fund that complies with government-wide monitoring and evaluation is yet to emerge at the Agency level and a solution is required urgently. Guidelines need to be developed on how road fund supervision, monitoring and evaluation need to be carried out in a participatory manner that engages political, technical and road users.

The current system in place varies in detail from DA to DA. In general, the following play roles in Monitoring and evaluation of road funds:

- i) The CAOs in their supervisory roles as Accounting Officers.
- ii) The District Chairperson and other interested political actors undertake monitoring although it is rarely systematic/structured and continuous.
- iii) District Roads Committee
- iv) URF officials from Kampala undertake occasional monitoring activities.

However, a more efficient and effective Monitoring and Evaluation System would emphasise the following:

- i) The role of a central actor such as the District Planner
- ii) Streamlining events when M&E findings would be shared for decision making. The events would include a discussion of road funds related matters during the regular district technical team meeting.
- iii) The Engineering department would be expected to have regular scheduled meetings where they discuss the progress of their various projects including those under road fund. They would require monitoring reports to support review of road fund related activities. There was no evidence to show such meetings took place in any district.
- iv) Road inspection site meetings including setting up project committees for each undertaking. This may be augmented by community based monitoring by way of community score cards. There was no evidence of community based monitoring for all DAs including Moyo UNRA station.
- v) Meetings by District Roads Committee meetings. There was evidence of regular meetings in some DAs such as Amuru and Yumbe.
- vi) Regular reporting to URF by DAs would facilitate URF to carry out the review and evaluation of DA performance.
- vii) The M&E system should be centrally coordinated in every DA by the respective Accounting Officer through a designated officer. In the case of LGS, the Planner-District or Municipal Planner. At the time of field visits, the M&E function was found to be weak. In some cases, the planners are reduced to receiving information from the District Engineer or Town Engineer without mechanisms for triangulating the accuracy of the data and yet the reports are fed into the National Output Based Tool for performance rating.

### 3.9 LESSONS LEARNT

Key lessons learnt in this monitoring and evaluation exercise include the following:

- i. Too many and long acting positions including low staffing levels, especially for engineering category is affecting efficient road maintenance works in many agencies visited.
- ii. Poor inter-governmental relations between District and lower LGs are limiting performance. In Moyo, the relationship between DLG and TC was poor and it had affect road works for the TC.
- iii. Limited coordination of Districts with MoWT is limiting standardisation of approaches of road maintenance and national transport management.
- iv. Involving community based institutions such as schools, churches, health centres, youth or women groups and others in planting and protection of trees is effective in managing the environmental aspects of road maintenance. This was found effective in Amuru.
- v. Regional road equipment workshop in Gulu and road equipment unit operators training centre in Luwero, have limited effect on the efficient maintenance of road equipment.
- vi. Where road equipment operators also have mechanical engineering knowledge, the road equipment units are better managed.
- vii. MoFPED fund release mechanisms are efficient in eliminating delays in alerting fund users. Uganda Road Fund could use the same mechanism to improve disbursements.
- viii. Road equipment sustainability is only feasible with proper estimates for their maintenance paid for by URF.
- ix. Where M&E is tagged on the DAs' cycle of events, it is more effective and efficient.

### 3.10 RECOMMENDATIONS

- Engage community groups in road maintenance activities especially in environmental aspects and maintenance of off-shoots for drainage.
- Centralise monitoring and evaluation at LGs and URF should make provisions for financial support.
- Local Government agencies should centralise monitoring and evaluation of road maintenance activities in the office of the District Planner. This would support mainstreaming of cross-cutting issues as the District Planner has mandate for M&E in the district. However, this should be supported by explicit appointment by the URF and channelling of funding to that office. The District Engineers can continue undertaking supervision of road fund related activities and indeed all engineering works of the district and urban authorities as appropriate.
- URF needs to synchronise road maintenance and road rehabilitation activities as these are closely allied especially where road maintenance fails to perform efficiently, it leads to need for rehabilitation.
- URF should work closely with District Finance Departments to devise ways of speeding up alerts for remitted funds to all concerned and in addition, develop a vote and book keeping system that can allow calculation of actual unit rates for road fund related activities.
- URF should require (if it not already being done) real time reporting on disbursement of funds by UNRA headquarters to Stations. Since Stations are sub agencies, URF

needs to know how efficiently funds are flowing there and enhance early warning system of likely poor performance.

- District Roads Committees should have an annual or biannual event where they share experiences in National Roads Management.
- Road Gangs should be equipped with tools to perform their work and their rates be reviewed to be competitive with other jobs of a similar nature.
- URF should work closely with MoWT to strengthen capacity building of road maintenance unit operators, regional workshops, and together closely monitor allied activities.
- There is need for improvement in record keeping and accountability for URF funds. Payments relating to URF should be separated from other sources to enable tracking utilisation of funds. Specific codes could be used to distinguish URF funds for ease of accountability. Disbursements of funds to sub counties should be timely.

### **3.11 MAINSTREAMING OF CROSSCUTTING ISSUES**

Part of the scope of work for the assignment was collection of data on the level of compliance with government policy requirements on mainstreaming of crosscutting issues, namely, HIV/AIDS awareness, gender and environmental protection issues. Agency by agency performance is given in the detailed respective reports.

All DAs visited had community liaison officers who were Assistant Community Development Officers in charge of road activities. As pointed out, this role was very effective in Amuru DLG.

DAs visited appear to have lost concentration on cross-cutting issues. They no longer take the HIV/AIDS issue seriously. There was no evidence of focused activities on the subject (HIV/AIDS) targeted for road related work.

Environmental issues are addressed mainly in terms of tree planting and often burrow pit reinstatement is ignored.

## 4.0 NATIONAL ROADS MAINTENANCE PROGRAMME

The URF budget for FY 2014/15 for national roads maintenance programme under UNRA had an approved annual budget allocation of UGX 274.438 billion. Planned activities under the programme included routine manual maintenance of 12,300km at an estimated cost of UGX 10.5bn; routine mechanized maintenance of 6,500km at an estimated cost of UGX 32bn; term maintenance of 8,144km at an estimated cost of UGX 64bn; periodic maintenance of 2,125km at an estimated cost of UGX 97.46bn; routine/periodic maintenance of 307 bridges at an estimated cost of UGX 7.5bn; operation and maintenance of 15 axle load control weighbridges at an estimated cost of UGX 7.5bn; operation and maintenance of 9 ferries at an estimated cost of UGX 10bn; other qualifying works including condition assessment, road committees, low cost sealing and consultancy services at an estimated cost of UGX 10.14bn; plant and equipment maintenance at an estimated cost of UGX 12.15bn; road materials and tools at an estimated cost of UGX 3.85bn; road safety activities at an estimated cost of UGX 9.3bn; and operational expenses estimated at UGX 10bn.

### 4.1 MOYO UNRA STATION

Moyo UNRA Station is one of the 22 stations across the country with the responsibility of maintaining the national road network in the districts of Moyo, Yumbe and Adjumani.

#### 4.1.1 Physical Performance

Moyo UNRA Station is in charge of a road network of 700 Km, and two ferry landings. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

- ... 78.3% of planned Routine manual maintenance had been undertaken by the agency;
- ... 82.4% of planned Routine mechanised maintenance had been executed, and
- ... Performance for Periodic maintenance stood at 26.5 % of planned activities.

In order to assess the extent of performance of planned road maintenance activities for FY 2014/15, the monitoring team sampled and visited the roads highlighted below;

#### UNRA Moyo Roads samples

Sample	Name of Road	Length (Kms)	Sample	Name of Road	Length (Kms)
1.	Adjumani – Mungula – Amuru,	88 km	5.	Sper – Kei	12
2.	Moyo – Yumbe	69	6.	Obongi-Kulikulinga	46
3.	Kerila – Midigo – Kerwa – Kenda	43	7.	Adjumani-Sinyanya	35
4.	Lima – Midigo	23	8.	Dzaipi-Tete-Nimule-Bibia	35

The condition of the roads visited by the Consultant under Moyo UNRA Station is depicted in **Figure 4.1** below. The state of individual roads is detailed in **Appendix 4**.

The performance of the term maintenance contracts was found appreciable, most especially for Moyo – Yumbe under M/s Nippon Parts Limited. While land wrangles affected works for Adjumani – Mungula – Amuru road under M/s Olet Elyak Ltd were halted; was in good condition, a testimony of good performance. It's the overgrown bush that requires urgent management when works resume. The contract for Obongi-Kulikulinga road under M/s Stracon Ltd and supervised by M/s 3MS – Blessed consultants, commenced on the 22 June



2015. The road is being widened from 5m to 9m. However, compaction needs to be emphasized.

Grading and gravelling were carried out by force account on Kerila – Midigo – Kerwa – Kenda road, Lima – Midigo road, Sper – Kei road. There was noted lack of compaction, and hence roads will deteriorate very fast. Swamp raising works were carried out on the Dzaipi-Tete-Nimule-Bibia road, made up of mostly black cotton soils. More drainage improvement and gravelling is recommended.

The Adjumani-Sinyanya road should urgently be worked on, and the river training carried out at the Terikiwa Bridge.

Whereas the ferry landing at Laropi is being rehabilitated, the Consultants noted that also the one at Obongi should be considered. Figure 4.1 below depicts the condition of the two landing sites. Both ferries operating at the landing sites were found to be functional, on schedule and with no reported mechanical problems.



**Moyo UNRA:** Laropi Ferry landing rehabilitated



**Moyo UNRA:** Obongi is not rehabilitated.

The general condition of the roads visited is shown below:



**Moyo UNRA:** Adjumani – Mungula – Amuru, 88 km; Road in good condition though bushy. Contractor resuming works.



**Moyo UNRA:** Moyo – Yumbe, 69 km; Term maintenance contractor excavating off shoots.



**Moyo UNRA:** Kerila – Midigo – Kerwa – Kenda, 43 km: Road well shaped under force account, but drains need scour checks to control erosion.



**Moyo UNRA:** Lima – Midigo, 23 km: routine manual maintenance should be intensified.



**Moyo UNRA:** Sper – Kei, 12 km: Gravel need compaction.



**Moyo UNRA:** Obongi-Kulikulinga, 46 km; Road under periodic maintenance and being widened.



**Moyo UNRA:** Adjumani-Sinyanya, 35 km: RMM should be intensified and many sections require gravelling.



**Moyo UNRA:** Dzaipi-Tete-Nimule-Bibia, 35 km; Bad spots raised, but require gravelling.

**Figure 4.1 Photographs in MoyoUNRA Station**

### 4.1.2 Financial Performance

#### Funds Released during Q1-Q4 FY 2014/2015

A review of the financial records at the station indicated that UGX 328,160,826 was rolled over from FY 2013/14. Total cumulative funds received by Moyo UNRA Station for Q1, Q2, Q3 and Q4 totalled UGX 5,096,586,112; representing 175% of the approved annual work plan budget as detailed in **Table 11** below:

**Table 11: Planned versus releases for Moyo UNRA station**

Period	Work-plan Budget		Funds released		Releases
	Quarterly	Cumulative	Quarterly	Cumulative	Cumulative
	UGX	UGX	UGX	UGX	%
Q1	869,080,000	869,080,000	1,394,008,159	1,394,008,159	160%
Q2	849,030,000	1,718,110,000	1,453,175,887	2,847,184,046	166%
Q3	687,842,000	2,405,952,000	1,285,766,123	4,132,950,169	172%
Q4	513,595,000	2,919,547,000	963,635,943	5,096,586,112	175%
Total	2,919,547,000	2,919,547,000	5,096,586,112	5,096,586,112	175%

Expenditure during the FY 2014/2015 (Q1-Q4)

The utilisation of received funds by Moyo UNRA station is presented in **Table 12** below:

**Table 12: Funds utilised by Moyo UNRA station for Q1 to Q4**

Period	Funds released		Available funds in FY	Funds utilized		% Utilized	Un-utilized Funds
	Quarterly	Cumulative		Quarterly	Cumulative		
	UGX	UGX	UGX	UGX	UGX	%	UGX
Bal b/f			328,160,826				
Q1	1,394,008,159	1,394,008,159	1,722,168,985	914,972,471	914,972,471	53%	807,196,514
Q2	1,453,175,887	2,847,184,046	3,175,344,872	1,768,443,273	2,683,415,744	56%	1,406,901,599
Q3	1,285,766,123	4,132,950,169	4,461,110,995	638,662,909	3,322,078,653	14%	3,822,448,086
Q4	963,635,943	5,096,586,112	5,424,746,938	1,028,763,500	4,350,842,153	19%	4,395,983,438
Total	5,096,586,112	5,096,586,112	5,424,746,938	4,350,842,153	4,350,842,153	80%	1,073,904,785

As shown in **Table 12** above, total cumulative expenditure for Q1, Q2, Q3 and Q4 for the FY 2014 /15 was UGX 4,350,842,153, which accounts for 80% of Agency funding.

Expenditure during the period monitored comprised of UGX 341,621,048 spent on Labour Based Contracts; UGX 895,543,496 expended on Force on Account; UGX 93,888,246 utilised for Mechanical Imprest, UGX 832,034,050 used for maintenance of the ferries; Office Imprest amounted to UGX 82,939,718; Bridges expenditure amounted to UGX 265,258,200 and other emergencies amounted to UGX 1,839,557,395 as detailed in **Table 13** below.

**Table 13: Expenditure on various road related activities**

Details	Total Expenditure	Grand Total
	(Q1-Q4)	
Labour Based Contracts	341,621,048	
<b>Total Labour Based Contracts</b>		<b>341,621,048</b>
Office Imprest	82,939,718	
<b>Total Office Imprest</b>		<b>82,939,718</b>
Ferries:	832,034,050	
<b>Total Ferries</b>		<b>832,034,050</b>
<b>Mechanical Imprest</b>		-
Preventive Repairs	81,074,006	
Minor repairs	12,814,240	
<b>Total Mechanical Imprest</b>		<b>93,888,246</b>
<b>Force Account Works</b>		-
<b>A: Roads</b>	-	
<b>i) Existing Roads</b>	-	
Moyo- Sudan Boarder	38,850,000	
<b>ii) Additional Roads</b>	0	
Moyo- Obongi	151,264,227	
Adjumani- Shinyanya	101,894,200	
Adjumani - Mungula –Amuru	31,153,464	
Obongi- Kulikulinga	87,430,000	
Lima- Midigo	62,012,892	
Dzaipi- Bibia- Tete- Nimule	102,929,153	
Pakele- Pabbo	105,060,000	
Spur- Kei	89,432,892	
Iti- Lodonga	22,236,668	
Kerila- Midigo- Kerua- Kenda	57,840,000	
Otumbari- Lodonga	45,440,000	
<b>Total Force Account</b>		<b>895,543,496</b>
<b>B: Bridges</b>	41,758,200	
<b>Moyo- Yumbe</b>	223,500,000	
<b>Total Bridges</b>		<b>265,258,200</b>
<b>C: Others</b>		
<b>Emergencies</b>	-	
Alioduranusi-Kerua-Kei	112,464,000	
LBC Supervision	21,833,000	
Road Committee Sensitization	25,960,000	
Lbc Sensitization Workshops	-	
Other qualifying Works	-	
Road Safety Activities	18,000,000	
Fuel – Station	427,733,000	



Fuel – Ferry	489,929,000	
Hire of Bulldozer	-	
Electrical Wiring	-	
River Training	76,000,000	
Road Reserves Protection	10,874,000	
Term Maintenance Supervision	56,257,000	
Low Lying spots	578,254,250	
Data Collection	5,475,000	
IT maintenance	15,589,000	
Bank Charges	1,189,145	
<b>Total Emergencies</b>		<b>1,839,557,395</b>
<b>TOTAL</b>		<b>4,350,842,153</b>

#### 4.1.2 Status of mainstreaming of cross-cutting issues

Both men and women are engaged in work on the road both as employed staff at the station and in the field. At the station office, the women are engaged in non-engineering activities such as secretarial and accounting work. All the engineering staff including the Station Manager are men. The ratio of male to female could not be established as the records did not indicate this fact.

However, the Consultant observed that although the contractors hired by UNRA are reinstating the borrow pits, for works undertaken by the station; this environmental issue is yet to be addressed.

Environmental work involved tree planting and protection.

#### 4.1.3 Implementation challenges and key Issues at Moyo UNRA Station

Implementation challenges in the DA included:

- Low payment rates for the labour based contractors which do not attract labourers from other competitive economic activities ( a low monthly rate of UGX 72,000/km is paid); hence scarcity of labour
- Aging fleet of equipment.
- Delayed receipt of funds.
- Big road network vs. the staffing levels and available equipment.

The following key issues, respective risks and strategies for improvement were identified in a discussion with the staff at Moyo UNRA Station in respect to utilization of road maintenance funds as shown in **Table 14** below:

**Table 14: Key Issues at Moyo UNRA Station**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Routine manual maintenance faced with the challenges of low monthly rate and scarcity of labour.	Poor performance and fast road deterioration.	URF should task UNRA to incorporate Routine manual maintenance in the term contracts for better road maintenance performance.
2.	Inaccessibility of the Zonal equipment	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
3.	Aging fleet of equipment and vehicles not able to address the road maintenance needs on the network.	Rising road maintenance back log.	UNRA should expedite the acquisition of a serviceable fleet of equipment especially vibro rollers in the wake of the rising road maintenance backlog.
4.	Non-compliance with the Section 25(n) PPDA regulations 2006 which states that “the PDU shall maintain and archive records of the procurement process”. This was not the case at Moyo UNRA station where procurements amounting to UGX 928,793,614 had no Procurement files as shown in Appendix 6 (table 1).	Risk of non-transparent procurement process	URF should carry out both financial and procurement audits to ensure compliance with procurement regulations and strengthen internal controls.
5.	Payments amounting to UGX 724,894,998 were inadequately supported with documents like reports, post assessment reports, minutes and time sheets as shown in Appendix 6 (table 2)	Risk that funds were not utilised to meet URF objectives.	URF should task Moyo UNRA to fully account for road funds queried; respective officers should be held accountable for road funds.
7.	Late release of funds to Moyo UNRA station. For example, Quarter 2 funds were credited on the Station bank account on 1/12/2014; 60 days into the second quarter.	Risk non completion of planned road works.	URF should ensure that funds are released in time.
8.	Delayed procurement of service providers since most members of the contracts committee who are Engineers are very busy.	Risk of delayed implementation of maintenance works.	URF should task the contracts committee members of Moyo UNRA to prioritise procurements made at the station.

## Performance Rating of Road Maintenance Programme in Moyo UNRA Station

The performance rating of Moyo UNRA Station against Key Performance Indicators (KPIs) is as summarized in Table 15 below:

**Table 15: Performance Rating of Moyo UNRA Station Q1-4 FY 2014/15**

Physical Performance								
Type of Intervention	Annual Planned Quantity FY 2014/15 (km)	Cum. Planned Quantity Q4 FY 2014/15 (km)	Cum. Achieved Quantity Q4 FY 2014/15 (km)	Score (%)	Budget FY 2014/15 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
RMM	700.00	700.00	548.00	78.3%	540.00	4.4%	3.4%	
RMeM	888.00	888.00	732.00	82.4%	5,530.47	45.1%	37.2%	
PM	113.00	113.00	30.00	26.5%	6,183.15	50.5%	13.4%	
Total			1,310.00		12,253.62	100.0%	54.1%	Physical performance score
Financial Performance								
IPF FY 2014/15 (UGX Million)		Cum. Receipts Q4FY 2014/15 (UGX Million)		Cum. Expenditure Q4 FY 2014/15 (UGX Million)			Financial Performance Score	Remark
2,919,547,000		5,424,746,938		4,350,842,153			80%	
Performance Rating of Moyo UNRA Station							Average Score (%)	Dashboard Color
							67%	Fair

All in all, Table 15 of the M&E report rated physical performance at 54.1% (Fair) and the financial performance rated at 80% (Good). The variance between the physical and financial performance is an indicator of mismanagement of funds as evidenced by gaps in the procurement process.

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## 5.0 District, Urban and Community Access Roads (DUCAR) Maintenance Programmes

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The URF budget for road maintenance programmes under the DUCAR network for FY 2014/15 had an approved annual budget allocation of UGX 146.44 billion. This report covers monitoring at selected agencies including Moyo MC, Amuru, Moyo, Yumbe and Arua DLGs.

### 5.1 ARUA MUNICIPALITY

Arua Municipality is yet to be up graded to a city status. It's the biggest urban centre in the district of Arua and in the whole of West Nile region.

#### 5.1.1 Physical Performance

Arua MC as a Designated Agency is in charge of a road network of 107.2 Km, of which only 40.7 km was planned to be maintained under URF funding. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

- ... 24% of planned Routine manual maintenance in Q4 had been undertaken by the agency;
- ... 80% of planned Routine mechanised maintenance in Q4 had been executed, and
- ... Performance for Periodic maintenance stood at 44.5 % of planned activities.

In order to assess the extent of performance of planned road maintenance activities for FY 2014/15, the monitoring team sampled and visited the roads highlighted in Table 16 below:

**Table 16: Arua MC Roads samples**

Sample	Name of Road	Length (Km)	Sample	Name of Road	Length (Km)
1.	Doka – Alwala	0.2	7.	Nasson lane	0.15
2.	Donga lane	0.2	8.	Awindiri Crescent	1.0
3.	Jubale lane	0.2	9.	Enyau Crescent	0.7
4.	Abraham – Riji	0.4	10.	School road	1.2
5.	Mududu road	0.8	11.	Afra road	0.5
6.	Adroa road	1.1	12.	Dr. Charles Adriko road	0.7

The condition of the roads visited by the Consultant under Arua MC is depicted in **Figure 5.1** below. The state of individual roads is detailed in **Appendix 4**.

Much of the road network visited is bedevilled by marked encroachment on the road reserve, affecting execution of proper maintenance works. Most roads were found narrow, with obvious spillage of both domestic and commercial activities onto road ways. Efforts of marking the road reserve by planting trees have been frustrated by the uprooting of the trees. Works of tarmacking of Afra road, 500 m, have been halted pending resolving land compensation issues although much of the materials had been procured.

The execution of works on Dr. Charles Adriko road, 700 m, serves as a good lesson, where local politicians mobilised residents along the road to provide adequate space for the road without any compensation. The consultant was able to see some of the buildings demolished.



Whereas grading works have been carried out for most of the roads, there was no compaction, hence fast deterioration is expected. For roads to be gravelled, works are yet to be executed. The Consultant advised that compaction of graded roads should be done before gravelling.

The consultant advised the municipality to come up with a drainage master plan as a way of having drainage interconnectivity in such an urban setting with limited chances of excavating offshoots. In addition, established drainage channels should be gazetted.

The general condition of the roads visited is shown below:



**Arua MC:** Jubale lane, 200 m; Graded but not compacted, narrow because of road reserve encroachment



**Arua MC:** Abraham – Riji, 400 m; Gravelled road, require drainage interconnectivity.



**Arua MC:** Awindiri Crescent, 1 km; Neglected drainage cleaning.



**Arua MC:** Enyau Crescent, 700 ; routine manual maintenance needed to clear bushes.



**Arua MC:** Enyau Crescent, 700 m; Tree planting to secure road reserve.



**Arua MC:** School road, 1.2 km; Existing channels that require gazettement.



**Arua MC:** School road, 1.2 km; Improved crossing.



**Arua MC:** School road, 1.2 km; seem inadequate and are likely to get blocked.



**Arua MC:** Dr. Charles Adriko road, 700 m; Demolition of structures to create space for the road.



**Arua MC:** Dr. Charles Adriko road, 700 m; Well gravelled road and with lined side drains.

**Figure 5.1 Photographs in Arua MC**

### 5.1.2 Financial Performance

Arua Municipal Council had an approved work plan budget of UGX 1,126,760,000 for FY 2014/15. The Agency had rolled over funds of UGX 32,748,457 from FY 2013/14. Total cumulative funds received for Q1 to Q4 totalled UGX 1,131,757,814, representing 100.44 % of the approved annual work plan budget as highlighted below in **Table 17** below:

**Table 17: Planned versus releases for Arua Municipal Council**

Period	Work-plan Budget		Funds released		Releases
	Quarterly	Cumulative	Quarterly	Cumulative	Cumulative
	UGX	UGX	UGX	UGX	%
<b>Q1</b>	294,190,000	294,190,000	281,690,316	281,690,316	95.75
<b>Q2</b>	299,190,000	593,380,000	286,690,316	568,380,632	95.79
<b>Q3</b>	269,190,000	862,570,000	236,254,652	804,635,284	93.28
<b>Q4</b>	264,190,000	1,126,760,000	327,122,530	1,131,757,814	100.44
<b>Total</b>	1,126,760,000	2,876,900,000	1,131,757,814	1,131,757,814	100.44

Expenditure during the period Q1-Q4 FY 2014/2015

Arua Municipal Council had rolled over funds of UGX 32,748,457 from the financial year 2013/14. By the end of Q4, UGX 979,662,665 had been utilised by the DA, bringing the absorption rate to 84.13 % as detailed in **Table 18** below. An analysis of the expenditure incurred during the period monitored indicated that UGX 611,247,999.96 related to Periodic Maintenance, UGX 31,519,999.93 related to Routine Mechanized Maintenance, UGX 24,143,999.99 related to Routine Manual maintenance and UGX 312,750,665.12 related to other qualifying works.

**Table 18: Funds utilised by Arua Municipal Council for Q1 to Q4**

Period	Funds released		Available Funds	Funds utilization		% Utilization	Un-utilized Funds
	Quarterly	Cumulative		Quarterly	Cumulative		
	UGX	UGX		UGX	UGX		
R/O			32,748,457				
Q1	281,690,316	281,690,316	314,438,773	14,519,364	14,519,364	4.62	299,919,409
Q2	286,690,316	568,380,632	601,129,089	67,141,169	81,660,533	11.17	533,987,920
Q3	236,254,652	804,635,284	837,383,741	46,519,845	128,180,378	5.56	790,863,896
Q4	327,122,530	1,131,757,814	1,164,506,271	851,482,287	979,662,665	73.12	313,023,984
Total	1,131,757,814	1,131,757,814	1,164,506,271	979,662,665	979,662,665	84.13	184,843,606

### 5.1.3 Status of mainstreaming of cross-cutting issues

The Municipal Council has a gender focal person responsible for ensuring that large proportions of women are included in road activities. Their activities are mainly in the area of keeping the roads clean including sweeping and collection of litter.

There was no obvious activity in the area of HIV/AIDS, except the general efforts of the department of health continuing the efforts in the containment of the spread of the disease; but not specific to the road sub-sector.

Environmental work involved tree planting and protection.

### 5.1.4 Implementation challenges and key Issues at Arua MC

Implementation challenges in the DA included:

- Requirement for compensation to acquire space for roads,
- Lack of key equipment like vibro roller,
- Lack of drainage interconnectivity.
- Scarcity of labour for RMM

The following key issues, respective risks and strategies for improvement were identified in a discussion with the staff at Arua MC in respect to utilization of road maintenance funds as shown in **Table 19** below:



**Table 19: Key Issues at Arua MC**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Much of the planned works for the FY 2014/15 were still being implemented.	Delayed completion of works affecting future plans.	Arua MC should endeavour to complete works in time.
2.	Inaccessibility of the Zonal equipment.	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
3.	Lack of key road maintenance equipment like vibro roller	Failure to execute works to specification	MoWT should consider procuring such equipment like rollers and water bowsers for the affected DAs.
4.	Marked encroachment on the road reserve requiring compensation before road works.	Affecting proper execution of road works.	Arua MC should sensitise the locals about the benefits of properly constructed roads.
5.	Lack of drainage interconnectivity.	Flooding and severe erosion.	Arua MC encouraged in coming up with a drainage master plan and gazetting existing drainage channels.
6.	Low performance of road gangs especially in the cleaning of drains.	Fast road deterioration	Arua MC encouraged in the recruitment and ensuring proper performance of the road gangs.
7.	No Procurement Imprest	Risk of delay in the procurement process since there is no imprest for printing of the bid documents.	URF should advise Arua MC to always provide imprest to the PDU.
8.	Limited staff in the PDU (one Staff) who is overwhelmed with a lot of work.	Risk of non-or slow performance of planned road works.	URF should task Arua MC to recruit another procurement official to ensure procurements are done in a timely manner.
9	Lack of technical knowledge in using IFMS	Risk of producing inaccurate financial reports.	URF should request MoFPED to conduct a refresher course to help accountants fully appreciate IFMS for improving effectiveness and efficiency.
10	Non-compliance with section 11 (a) of the performance agreement which states that “the DA should within 30 days submit a report on the status of utilisation of the finance sum and progress made by the DA in achieving its Performance Targets”.	Risk of Non-compliance of section 11 (a) of the Performance Agreement.	URF should task the Arua MC to always comply with the Performance Agreements.
11	Payments amounting to UGX 33,665,200 were inadequately supported as detailed in Appendix 6 (Table 3).	Risk that funds were not used for the intended road maintenance works.	URF should task Arua MC to fully account for road funds queried; and respective officers should be held accountable for road funds.

## Performance Rating of Road Maintenance Programme in Arua MC

The performance rating of Arua MC against Key Performance Indicators (KPIs) is as summarized in **Table 20** below:

**Table 20: Performance Rating of Arua MC Q1-4 FY 2014/15**

Physical Performance								
Type of Intervention	Annual Planned Quantity FY 2014/15 (km)	Cum. Planned Quantity Q4 FY 2014/15 (km)	Cum. Achieved Quantity Q4 FY 2014/15 (km)	Score (%)	Budget FY 2014/15 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
RMM	45.90	45.90	11.00	24.0%	24.14	2.6%	0.6%	
RMeM	30.30	30.30	24.24	80.0%	31.52	3.4%	2.7%	
PM	6.40	6.40	2.85	44.5%	862.90	93.9%	41.8%	
Total			38.09		918.56	100.0%	45.1%	Physical performance
Financial Performance								
IPF FY 2014/15 (UGX Million)		Cum. Receipts Q4 FY 2014/15 (UGX Million)		Cum. Expenditure Q4 FY 2014/15 (UGX Million)			Financial Performance Score	Remark
1,126,760,000		1,164,506,271		979,662,665			84%	
Performance Rating of Arua MC							Average Score (%)	Dashboard Color
							65%	Fair

Table 20 of the M&E report rated physical performance at 45.1% (Fair) and the financial performance rated at 84% (Good). The variance between the physical and financial performance was due to the fact that by the time of the M&E exercise, road works were still on going.

### Performance Rating Legend

Performance Rating Range	Dashboard colour	Performance Category
0-33%		Poor
34-67%		Fair
68-100%		Good

## 5.2 ARUA DISTRICT LOCAL GOVERNMENT

Arua district local government is one of the district local governments in the West Nile region, made up of four counties.

### 5.2.1 Physical Performance

Arua DLG as a Designated Agency is in charge of a road network of 643.5 Km of district roads and 1,230 km of Community access roads. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

... 100% of planned Routine manual maintenance in Q4 had been undertaken by the agency;  
... 23.5% of planned Routine mechanised maintenance in Q4 had been executed, and  
... Performance for Periodic maintenance stood at 34.3 % of planned activities.

In order to assess the extent of performance of planned road maintenance activities for FY 2014/15, the monitoring team sampled and visited the roads indicated in **Table 21** below;

**Table 21: Arua DLG Roads samples**

Sample	Name of Road	Length (Km)	Sample	Name of Road	Length (Km)
1.	Odupi - Invepi - Lugbari road	20.0	5.	Katrini – Ayiondi – Obayia CAR, in Katrini sub county	3.56
2.	Yivu – Kubala road	4.0	6.	Burua – Aripea CAR, in Aiivu sub county,	4.22
3.	Nyio – Endru road	6.7	7.	Akayia – Itia CAR, in Aiivu sub county	2.02
4.	Ajono – Andelizo road	8.5	8.	Aripezu – Andelizo CAR, in Adumi sub county.	2.0

The condition of the roads visited by the Consultant under Arua DLG is depicted in **Figure 5.2** below. The state of individual roads is detailed in **Appendix 4**.

The performance of periodic maintenance on Odupi – Invepi – Lugbari road, 20 km was found to require more improvement in especially compacting graded sections before gravelling; smooth ramps needed over the installed culverts, and more offshoots need excavation. As regards the Yivu – Kubala road, lining of the drains at ch 0+00 – 0+500 should be considered, embankment protection needed at ch 2+040, and river training need to be done.

Endru – Nyio road was well shaped though compaction was not adequately done, more offshoots need to be excavated. The Ajono - Andelizo road, 8.5 km though worked on, has greatly deteriorated due to passage of M/s CICO trucks, ferrying gravel for the municipality road tarmacking project. The same trucks have led to failure of the timber deck bridge and currently the road is cut off.

The predominant activities for most of the Community Access Roads visited were grubbing and grass cutting. Most of these roads were opened under funding of Danish Refugee Council. This was clearly witnessed in Katrini and Aiivu sub counties. No work had been executed in Odupi Sub County who were just recruiting road gangs. For Adumi Sub County, a grader was used to open the Aripezu – Andelizo road, 2 km, but not compacted and requiring opening of offshoots.

The general condition of the roads visited is shown below:



**Arua DLG:** Yivu – Kubala road, 4.0 km;  
Well graded road though not compacted  
but awaiting spot gravelling



**Arua DLG:** Yivu – Kubala road, 4.0 km;  
Improved culvert crossing.



**Arua DLG:** Odupi - Invepi - Lugbari road, 20  
km; Graded road but no compaction.



**Arua DLG:** Odupi - Invepi - Lugbari road, 20 km;  
Installed culverts need gentle ramps over them.



**Arua DLG:** Ajono – Andelizo road, 8.5 km;  
Road worked on but grossly damaged by M/s  
CICO trucks



**Arua DLG:** Ajono – Andelizo road, 8.5 km; Broken  
timber deck bridge.



**Arua DLG:** Katrini – Ayiondi – Obayia CAR, 3.56  
km in Katrini sub county; Road worked on by road  
gang opening drains by grubbing and grass  
cutting.



**Arua DLG:** Aripezu – Andelizo CAR, 2 km in  
Adumi sub county; Road worked on by road gang  
opening drains by grubbing

**Figure 5.2 Photographs in Arua DLG**

## 5.2.2 Financial Performances

### Funds Released in the period Q1-Q4 FY 2014/2015

There were no rolled over funds brought forward from the FY 2013/14. The monitoring team noted that the DA budgeted for UGX 1,098,889,000 as per the work plan for road maintenance for the financial year 2014/15. At the time of the monitoring field visit, Arua DLG had received a total of UGX 231,606,645, UGX 391,506,871, UGX 153,825,662 and UGX 309,387,625 as releases for Q1, Q2, Q3 and Q4 respectively. Total cumulative funds received as at the end of Q4 amounted to UGX 1,086,326,803, representing 98.9 % of the approved annual work plan budget as detailed in **Table 22** below:

**Table 22: Budget versus Releases for Arua DLG**

Period	Work-plan Budget		Funds released		Releases
	Quarterly	Cumulative	Quarterly	Cumulative	Cumulative
	UGX	UGX	UGX	UGX	%
<b>Q1</b>	326,818,000	326,818,000	231,606,645	231,606,645	70.9
<b>Q2</b>	232,296,000	559,114,000	391,506,871	623,113,516	111.4
<b>Q3</b>	369,330,000	928,444,000	153,825,662	776,939,178	83.7
<b>Q4</b>	170,445,000	1,098,889,000	309,387,625	1,086,326,803	98.9
<b>Total</b>	<b>1,098,889,000</b>	<b>1,098,889,000</b>	<b>1,086,326,803</b>	<b>1,086,326,803</b>	<b>98.9</b>

### Expenditure during Q1-Q4 FY 2014/2015

Out of the total releases of UGX 1,086,326,803, it was noted that UGX 159,950,208 was released to Sub-counties for Community Access Roads, leaving a balance of UGX 926,376,595 for utilisation on District roads. By the end of Q4, UGX 925,487,150 had been utilised by the District, with an absorption rate of 100% by the end of the Financial Year as detailed in **Table 23** below.

**Table 23: Summary of Funds Utilisation for Arua DLG**

Period	Funds released		Transfers	Available Funds	Funds Utilization		% Utilis ation	Un-utilized Funds
	Quarterly	Cumulative			Quarterly	Cumulative		
	UGX	UGX			UGX	UGX		
<b>Q1</b>	231,606,645	231,606,645		231,606,645	28,948,000	28,948,000	12	202,658,645
<b>Q2</b>	391,506,871	623,113,516	159,950,208	463,163,308	248,293,000	277,241,000	54	214,870,308
<b>Q3</b>	153,825,662	776,939,178		616,988,970	126,345,211	403,586,211	20	490,643,759
<b>Q4</b>	309,387,625	1,086,326,803		926,376,595	521,900,939	925,487,150	56	404,475,656
<b>Total</b>	<b>1,086,326,803</b>	<b>1,086,326,803</b>	<b>159,950,208</b>	<b>926,376,595</b>	<b>925,487,150</b>	<b>925,487,150</b>	<b>100</b>	<b>889,445</b>



**Table 24: Funds utilized by Arua DLG Sub-counties**

Sub county	Funds released by URF	Utilized	Un utilized funds	%
	UGX	UGX	UGX	
Adumi	7,076,950	7,076,950	0	100%
Aiivu	8,735,975	8,735,975	0	100%
Ajia	5,917,416	5,917,416	0	100%
Anyiribu	2,135,552	2,135,552	0	100%
Arivu	5,453,602	5,453,602	0	100%
Aroi	5,917,416	5,917,416	0	100%
Ayivuni	5,631,992	5,631,992	0	100%
Bileafe	4,561,635	4,561,635	0	100%
Dadamu	7,897,543	7,897,543	0	100%
Ewanga	1,867,967	1,867,967	0	100%
Katrini	7,897,543	7,897,543	0	100%
Logiri	7,237,500	N/a	N/a	N/a
Manibe	7,005,594	N/a	N/a	N/a
Odupi	11,055,043	N/a	N/a	N/a
Offaka	4,454,619	N/a	N/a	N/a
Ogoko	3,166,696	N/a	N/a	N/a
Okollo	4,080,001	N/a	N/a	N/a
Oluko	8,379,195	N/a	N/a	N/a
Omugo	9,146,271	9,146,271	0	100%
Pajulu	10,056,059	10,056,059	0	100%
Pawor	2,349,620	2,349,620	0	100%
Rhino camp	5,061,145	N/a	N/a	N/a
Rigbo	7,558,602	N/a	N/a	N/a
Ullepi	2,581,526	N/a	N/a	N/a
Uriama	5,382,246	5,382,246	0	100%
Vura	9,342,500	9,342,500	0	100%
<b>Total</b>	<b>159,950,208</b>	<b>99,370,287</b>	<b>60,579,921</b>	

### 5.2.3 Status of mainstreaming of cross-cutting issues

Women are employed both in the field and at the offices. There was no obvious effort in HIV/AIDS and environmental issues.

### 5.2.4 Implementation challenges and key Issues at Arua DLG

Implementation challenges in the DA included:

- ... Low payment rates for the road gangs which do not attract labourers from other competitive economic activities.
- ... Lack of key equipment like rollers and water bowser.
- ... Big road network vs. low staffing levels and road equipment available.

The following key issues, respective risks and strategies for improvement were identified in a discussion with the staff at Arua DLG in respect to utilization of road maintenance funds as shown in **Table 25** below:

**Table 25: Key Issues at Arua DLG**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Routine manual maintenance is faced with the challenges of low monthly rates and scarcity of labour.	Poor performance and fast road deterioration.	URF and Arua DLG should study the current rates, works to be done and desired performance, and come up with a realistic rate particular to the DA.
2.	Inaccessibility of the Zonal equipment	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
3.	Lack of key road maintenance equipment like vibro roller.	Failure to execute works to specification.	MoWT should consider procuring such equipment like rollers and water bowsers for the affected DAs.
4.	Un-updated cash books for Pajulu Sub county.	Risk of incomplete records, which affects decision making.	URF should task Arua DLG to ensure that all cash books maintained by the Sub Agencies are up to date
5.	Non availability of financial records because at the time of the monitoring; the IFMS system was off.	Risk of failing to establish the authenticity of the accountability reports submitted to URF.	Arua DLG should ensure that all the financial records relating to all the quarters are printed and filed such that in the event IFMS is off; the agency has backup information.
6	Inadequate funding was noted in Arua DLG where UGX 1,086,326,805 was released in FY 2014/15. However, the approved WP had a budget of UGX 1,098,889,000; hence a variance of UGX 12,562,197.	Risk of non-completion of planned works.	URF should ensure that funding is done according to the work plan approved budget.
7.	No Procurement Imprest	Risk of delays in the procurement process since there is no imprest for printing of the bid documents.	URF should advise Arua DLG to always provide imprest to the PDU.

## Performance Rating of Road Maintenance Programme in Arua DLG

The performance rating of Arua DLG against Key Performance Indicators (KPIs) is as summarized in **Table 26** below:

**Table 26: Performance Rating of Arua DLG Q1-4 FY 2014/15**

Physical Performance								
Type of Intervention	Annual Planned Quantity FY 2014/15 (km)	Cum. Planned Quantity Q4 FY 2014/15 (km)	Cum. Achieved Quantity Q4 FY 2014/15 (km)	Score (%)	Budget FY 2014/15 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
RMM	643.52	643.52	643.52	100%	376.50	43.2%	43.2%	
RMeM	51.00	51.00	12.00	23.5%	91.34	10.5%	2.5%	
PM	44.80	4.80	15.36	34.3%	404.11	46.3%	15.9%	
Total			670.88		871.95	100%	61.5%	Physical performance score
Financial Performance								
IPF FY 2014/15 (UGX Million)		Cum. Receipts Q4 FY 2014/15 (UGX Million)		Cum. Expenditure Q4 FY 2014/15 (UGX Million)		Financial Performance Score		Remark
1,098,889,000		926,376,595		925,487,150		100%		
Performance Rating of Arua DLG							Average Score (%)	Dashboar d Color
							81%	Good

Table 26 above rates physical performance of Arua DLG at 61.5% (Fair) and the financial performance at 100% (Good). The variance between the physical and financial performance was due to the fact that there were on going works at the time of the M&E exercise.

### 5.3 YUMBE DISTRICT LOCAL GOVERNMENT

Yumbe district local government is one of the district local governments in the West Nile region.

#### 5.3.1 Physical Performance

Yumbe DLG as a Designated Agency is in charge of a road network of 146.6 Km of the district. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

1. 100% of planned Routine manual maintenance in Q4 had been undertaken by the agency, and
2. 28.7% of planned Routine mechanised maintenance in Q4 had been executed.

In order to assess the extent of performance of planned road maintenance activities for FY 2014/15, the monitoring team sampled and visited the roads shown in **Table 27 below**;

**Table 27: Yumbe DLG Roads samples**

Sample	Name of Road	Length (Km)	Sample	Name of Road	Length (Km)
1	Kuru – Lobe road	17.3	5	Tala – Lodonga road	16.0
2	Lodonga – Adibo road	7.8	6	Driambu – Orichaku CAR in Kei sub county	7.0
3	Kulukulinga – Kuru road	11.0	7	Lomanga – Kuru CAR, in Kuru sub county	9.3
4	Koka – Matuma road	12.0			

The condition of the roads visited by the Consultant under Yumbe DLG is depicted in **Figure 5.3** below. The state of individual roads is detailed in **Appendix 4**.

Routine mechanised maintenance was only executed on the Lodonga – Adibo road, although challenges of compaction were evident. Works on the Kuru – Lobe road were not carried out; rather all funds were diverted to repairing and improving a washed away vented drift at ch 5+000. The drift has been improved by installing another layer of culverts; 900 mm dia and 1500 mm dia culverts and hence raising it and reinforced concrete slab is to be cast on top as a new wearing surface. However, the Kuru – Lobe road should be considered for periodic maintenance.

Mechanised maintenance of Driambu – Orichaku CAR, 7 km was done, though not compacted. Offshoots should be excavated as well as installation of culverts in the low lying sections.

Much of the routine manual maintenance activities on district roads visited were mainly grubbing and grass cutting.

The timber deck bridges; Woi along Kuru – Lobe road and Oya on Tala – Lodonga road, need to be rehabilitated.

Yumbe town council has a road network of 17.8 km. Most of the roads were found in a good condition, having been graded and spot gravelled. However, culvert outflow channels should be cleaned.

The tarmacking of Awule, Kuri and Henry roads, 500 m road in Yumbe town was also inspected. Advice was given regarding the need to check whether compaction was as specified before bituminous works; ensure that drainage is free flowing, and road camber to be clearly elaborate as to avoid water stagnation on the sealed road.

The general condition of the roads visited is shown below:



**Yumbe DLG:** Kochi drift repairs along Kuru - Lobe road



**Yumbe DLG:** Kuru – Lobe road shall require periodic maintenance after missing out on routine mechanised maintenance because of the drift collapse.



**Yumbe DLG:** Lodonga – Adibo road, 7.8, graded but not compacted.



**Yumbe DLG:** Kulukulinga – Kuru road, 11 km, under Routine manual maintenance.



**Yumbe DLG:** Koka – Matuma road, 12 km under Routine manual maintenance.



**Yumbe DLG:** Improved Ijosi swamp crossing in Kuru sub county.





**Yumbe DLG:** Driambu – Orichaku CAR, 7 km in Kei sub count, that was graded but not compacted.



**Yumbe DLG:** Oya timber bridge on Tala – Lodonga road requiring urgent repairs.



**Yumbe DLG:** Woi timber bridge along Kuru – Lobe road requiring urgent repairs.



**Yumbe DLG:** Yumbe TC roads graded, spot gravelled and drainage improved.



**Yumbe DLG:** Sign board for the sealing of Awule, Kuri and Henry roads in Yumbe TC.



**Yumbe DLG:** Drainage works on the Awule, Kuri and Henry roads in Yumbe TC.

**Figure 5.3 Photographs in Yumbe DLG**

### 5.3.2 Financial Performances

#### Funds Released in the period Q1-Q4 FY 2014/2016

The DA had rolled over funds of UGX 908,707 brought forward from the FY 2013/14. The monitoring team noted that the Agency budgeted for UGX 829,350,000 as per the work plan for road maintenance for the financial year 2014/15. At the time of the monitoring field visit, Yumbe DLG had received a total of UGX 235,784,967, UGX 380,354,323, UGX 169,500,969 and UGX 702,068,966 as releases for Q1, Q2, Q3 and Q4 respectively. Total cumulative funds received as at the end of the FY amounted to UGX 1,487,709,225, representing 179 % of the approved annual work plan budget as detailed in **Table 28** below:

**Table 28: Budget versus Releases for Yumbe DLG**

Period	Work-plan Budget		Funds released		Releases
	Quarterly	Cumulative	Quarterly	Cumulative	Cumulative
	UGX	UGX	UGX	UGX	%
<b>Q1</b>	236,577,500	236,577,500	235,784,967	235,784,967	100%
<b>Q2</b>	291,142,500	527,720,000	380,354,323	616,139,290	117%
<b>Q3</b>	203,917,500	731,637,500	169,500,969	785,640,259	107%
<b>Q4</b>	97,712,500	829,350,000	702,068,966	1,487,709,225	179%
<b>Total</b>	<b>829,350,000</b>	<b>829,350,000</b>	<b>1,487,709,225</b>	<b>1,487,709,225</b>	<b>179%</b>

#### Expenditure during the Q1-Q4 FY 2014/2015

The District had rolled over funds of UGX 908,707 from the financial year 2013/14. Of the total releases of UGX 1,487,709,225, it was noted that UGX 674,354,768 was transferred to Yumbe Town Council; UGX 144,572,362 was released to Sub-counties for Community Access Roads, leaving a balance of UGX 669,690,802 for utilisation on District roads. By the end of Q4, UGX 667,876,430 had been utilised by the District, bringing the absorption rate to 100% by the end of the fourth quarter as detailed in **Table 29** below.

**Table 29: Summary of Funds Utilisation for Yumbe DLG**

Period	Funds released		Transfers	Available Funds	Funds Utilization		% Utilisation	Un-utilized Funds
	Quarterly	Cumulative			Quarterly	Cumulative		
	UGX	UGX			UGX	UGX		
<b>R/O</b>				908,707				
<b>Q1</b>	235,784,967	235,784,967	68,588,692	168,104,982	219,401,685	219,401,685	131%	-51,296,703
<b>Q2</b>	380,354,323	616,139,290	213,161,054	335,298,251	175,048,451	394,450,136	52%	160,249,800
<b>Q3</b>	169,500,969	785,640,259	57,525,612	447,273,608	72,034,865	466,485,001	16%	375,238,743
<b>Q4</b>	702,068,966	1,487,709,225	479,651,772	669,690,802	201,391,429	667,876,430	30%	468,299,373
<b>Total</b>	<b>1,487,709,225</b>	<b>1,487,709,225</b>	<b>818,927,130</b>	<b>669,690,802</b>	<b>667,876,430</b>	<b>667,876,430</b>	<b>100%</b>	<b>1,814,372</b>

### Releases to Yumbe Town Council

The monitoring exercise revealed that by the end of Q4, UGX 500,103,469 had been utilised by the Yumbe Town Council out of UGX 675,852,615 received; bringing the absorption rate to 74% by the end of the fourth quarter as detailed in **Table 30** below;

**Table 30: Funds released to Yumbe Town Council**

Period	Funds released		Total funds available	Funds utilization		% Utilisation	Balance
	Quarterly	Cumulative		Quarterly	Cumulative		
	UGX	UGX		UGX	UGX		UGX
R/O			1,497,847				
Q1	68,588,692	68,588,692	70,086,539	57,543,469	57,543,469	82%	12,543,070
Q2	68,588,692	137,177,384	138,675,231	64,834,000	122,377,469	47%	73,841,231
Q3	57,525,612	194,702,996	196,200,843	57,522,000	179,899,469	29%	138,678,843
Q4	479,651,772	674,354,768	675,852,615	320,204,000	500,103,469	47%	355,648,615
Total	674,354,768	674,354,768	675,852,615	500,103,469	500,103,469	74%	175,749,146

### Releases to Yumbe Sub counties

Some Sub counties had rolled over funds from FY 2013/14 (refer to Table 31) but others did not. In addition, the monitoring exercise revealed that during the FY 2014/15, UGX 144,572,362 was released to Yumbe Sub counties as detailed in **Table 31** below:

**Table 31: Funds utilization by Yumbe Sub-counties**

Sub Agencies	R/O	Funds released in Q2	Available Funds	Funds utilization	Un-utilized Funds	% Utilisation
	UGX	UGX	UGX	UGX	UGX	UGX
Apo Sub County		13,820,320	13,820,320	-	-	-
Ariwa Sub County		7,525,588	7,525,588	-	-	-
Drajini Sub County		8,123,844	8,123,844	-	-	-
Kei Sub County		15,008,431	15,008,431	-	-	-
Kerwa Sub County	136,008	9,127,438	9,263,446	9,127,438	136,008	99%
Kochi Sub County	209,728	12,375,134	12,584,862	12,360,077	224,785	98%
Kululu Sub County	174,000	11,112,109	11,286,109	6,601,290	4,684,819	58%
Kuru Sub County		11,034,403	11,034,403	-	-	-
Lodonga Sub County	2,877,794	10,091,416	12,969,210	12,886,796	82,414	99%
Midigo Sub County	917,835	18,308,166	19,226,001	15,806,571	3,419,430	82%
Odravu Sub County		15,683,043	15,683,043	-	-	-
Romogi Sub County		12,362,470	12,362,470	-	-	-
Total		144,572,362	148,887,727	56,782,172	92,105,555	38%

It should be noted that out of the twelve sub counties in Yumbe District Local Government, only six Sub counties availed their financial records to the team as shown in Table 31 above.



### 5.3.3 Status of mainstreaming of cross-cutting issues

The Consultant noted that women are employed both in the field and at the offices. There was no obvious effort in HIV/AIDS and environmental issues.

### 5.3.4 Implementation challenges and key Issues at Yumbe DLG

Implementation challenges in the DA included:

- ... Low payment rates for the road gangs which do not attract labourers from other competitive economic activities.
- ... Low road funding vs. the drainage requirements (bridge repairs)
- ... Lack of key equipment like rollers and water bowser.

The following key issues, respective risks and strategies for improvement were identified in a discussion with the staff at Yumbe DLG in respect to utilization of road maintenance funds as shown in **Table 32** below:

**Table 32: Key Issues at Yumbe DLG**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Routine manual maintenance faced with the challenges of low monthly rate and scarcity of labour.	Poor performance and fast road deterioration.	URF and Yumbe DLG should study the rate, works to be done and desired performance, as to come up with a realistic rate particular to the DA.
2.	Inaccessibility of the Zonal equipment.	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
3.	Lack of key road maintenance equipment like vibro roller.	Failure to execute works to specification.	MoWT should consider procuring such equipment like rollers and water bowsers for the affected DAs.
4.	Inadequately trained grader operator.	Poor and expensive performance of works.	Yumbe DLG should liaise with MoWT to relax qualification requirements for operators, given availability of good operators but not meeting the current qualification criteria.
5.	Woi timber bridge along Kuru – Lobe road and Oya timber bridge on Tala – Lodonga road in poor state.	Road being inaccessible	Yumbe DLG should task the MoWT bridge unit to study bridges and come up with sound solutions for their repairs.
6.	Missing payment vouchers relating to Ladonga Sub county amounting to UGX 1,260,000 and UGX 3,700,000	A Risk that payments made were not for meeting the objectives of URF.	URF should task Yumbe DLG to account for the missing payment vouchers or else Yumbe DLG refunds back the money.
7.	Non monitoring of road maintenance of the CARs (Sub Counties) by the works department	Risk of diversion of URF funds.	URF should task Yumbe DLG to closely supervise how the funds for CARs are utilised.

Ref.	Finding	Risk/Effect	Strategies for improvement
8.	Diversion of funds: <ul style="list-style-type: none"> <li>- Kuru Sub county diverted UGX 400,000 to NAADs activities;</li> <li>- Romogi Sub County diverted UGX 540,000 to fencing of the Locombo Health Centre;</li> <li>- UGX 1,800,000 was transferred to Local Government Service Delivery</li> </ul>	Risk of non-completion of URF works.	URF should task Yumbe DLG to refund back the funds which were diverted.
9	No Procurement Imprest	Risk of delay in the procurement process since there is no imprest for printing of the bid documents.	URF should advise Yumbe DLG to always provide imprest to the PDU.
10	Failure to attach accountabilities e.g. pre and post assessment reports, activity reports and fuel issue orders to payment vouchers for both DAs and Sub DAs. Refer to Appendix 6 (table 5).	Risk that funds were not utilised for the intended road maintenance works	URF should emphasize to all DAs that funds spent on unsupported payments should be refunded.
11	Inadequate audit trail at Yumbe TC- all expenditures reported in the accountability report could not easily be traced to the payment vouchers.	Risk that payments made may not be for meeting objectives of the Fund.	URF should advise Yumbe TC to carry out refresher courses to equip accountants with better accounting practices.
12	Failure to cancel payment vouchers with a "PAID" stamp by Yumbe TC, Kei Sub County, Ramogi Sub County	Risk of double payments.	URF should advise Yumbe Sub agencies to ensure that all payments are stamped "PAID" to mitigate risks of duplicating payments.
13	Failure to have an up dated cash book by Yumbe TC. At the time of the M& E exercise, payments for the month of June had not been posted in the cash book.	Risk of incomplete records, which affects decision making.	URF should task Yumbe DLG to ensure that all cash books for road funds maintained by the Sub Agencies are up to date.
14	Unapproved payment voucher 01/6 amounting to Ugx 1,300,000 relating to Kerwa Sub County	Risk that expenditure was not incurred to meet URF objectives.	URF should task Yumbe DLG to always ensure that payment vouchers relating to all Sub Agencies are approved by the authorised officials

## Performance Rating of Road Maintenance Programme in Yumbe DLG

The performance rating of Yumbe DLG against Key Performance Indicators (KPIs) is as summarized in Table 33 below:

**Table 33: Performance Rating of Yumbe DLG Q1-4 FY 2014/15**

Physical Performance								
Type of Intervention	Annual Planned Quantity FY 2014/15 (km)	Cum. Planned Quantity Q4 FY 2014/15 (km)	Cum. Achieved Quantity Q4 FY 2014/15 (km)	Score (%)	Budget FY 2014/15 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
RMM	146.60	146.60	146.60	100%	158.76	75.8%	75.8%	
RMeM	25.40	25.40	7.29	28.7%	50.80	24.2%	7.0%	
PM								
Total			153.89		209.56	100.0%	82.7%	Physical performance score
Financial Performance								
IPF FY 2014/15 (UGX Million)		Cum. Receipts Q4 FY 2014/15 (UGX Million)	Cum. Expenditure Q4 FY 2014/15 (UGX Million)			Financial Performance Score	Remark	
829,350,000		669,690,802	667,876,430			100%		
Performance Rating of Yumbe DLG						Average Score (%)	Dashboard Color	
						91%	Good	

Table 33 above rated physical performance of Yumbe DLG at 82.7% (Good) and the financial performance rated at 100% (Good) implying all funds released were utilised.

## 5.4 MOYO DISTRICT LOCAL GOVERNMENT

Moyo district local government is one of the district local governments in the West Nile region, made up of four counties.

### 5.4.1 Physical Performance

Moyo DLG as a Designated Agency is in charge of a road network of 220.8 Km of district roads. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

- ... 100% of planned Routine manual maintenance in Q4 had been undertaken by the agency;
- ... 70% of planned Routine mechanized maintenance in Q4 had been executed, and
- ... Performance for Periodic maintenance stood at 67.9 % of planned activities.

In order to assess the extent of performance of planned road maintenance activities for FY 2014/15, the monitoring team sampled and visited the roads shown in **Table 34 below**;

**Table 34: Moyo Roads samples**

Sample	Name of Road	Length (Km)	Sample	Name of Road	Length (Km)
1	Lama – Gbalala road	4.6	5	Moyo township roads	16.0
2	Obongi – Itipa road	9.0	6	Cetecele – Lama road	7.4
3	Aringa – Losu road	8.0	7	Dongo – Morobi CAR, in Itula sub county	12.0
4	Aringa – Losu road	8.0	8	Achimali – Otubanga Landing site CAR, in Aliba Sub County	3.0

The condition of the roads visited by the Consultant under Moyo DLG is depicted in **Figure 5.4** below. The state of individual roads is detailed in **Appendix 4**.

The periodic maintenance works on Obongi – Itipa road was quite good, with gravel well compacted and culverts well sited. Culvert outflow channels just require cleaning. For Lama – Gbalala road, though the grading has been done, compaction should be adequately done; culverts should be the width of the road i.e. 6 m as to avoid bottlenecks and side drain for the steep slope should be lined.

The routine mechanised maintenance on the Aringa – Losu road should be completed though halted due to break down of the grader. Roller should be used to ensure good works.

Works on the community access roads were commendable and activities mostly included grubbing.

As a good practice, Sub County Road Committees were formed and have been found very helpful as regards getting gravel and securing the road reserves.

Moyo town council roads were found in good condition, indicating that they had been graded and gravelled and properly drained. Being an urban setting, there is a challenge of drainage interconnectivity. For the road to be tarmacked under a special arrangement, its earth works that were found in progress.

The general condition of the roads visited is shown below:



**Moyo DLG:** Lama – Gbalala road, 4.6 km; under periodic maintenance.



**Moyo DLG:** Lama – Gbalala road, 4.6 km; Culverts need extension before gravelling works.



**Moyo DLG:** Obongi – Itipa road, 9 km; well graded, gravelled and compacted road.



**Moyo DLG:** Obongi – Itipa road, 9 km; well installed culverts.



**Moyo DLG:** Aringa – Losu road, 8 km; road being graded but grader broke down before completion of works.



**Moyo DLG:** Cetecele – Lama road, 7.4 km; well executed routine manual maintenance.



**Moyo DLG:** Achimali – Otubanga Landing site CAR, 3km, in Aliba Sub County; grubbing works by road gangs.



**Moyo DLG:** Dongo – Morobi CAR, 12 km in Itula sub county; grubbing works by road gangs.





**Moyo DLG:** Moyo TC roads; well graded and compacted.

**Moyo DLG:** Moyo TC roads; well executed routine manual maintenance.



**Moyo DLG:** Moyo TC roads; Laying base course material for road to be tarmacked.

**Moyo DLG:** Moyo TC roads; Laying base course material for road to be tarmacked.

**Figure 5.4 Photographs in Moyo DLG**

### 5.4.2 Financial Performance

Funds Released in the period Q1-Q4 FY 2014/2015

There were no rolled over funds brought forward from the FY 2013/14. The monitoring team noted that the Agency budgeted for UGX 621,157,250 as per the approved work plan for road maintenance for the financial year 2014/15. At the time of the monitoring field visit, Moyo DLG had received a total of UGX 194,681,097, UGX 307,237,405, UGX 138,014,188 and UGX 251,348,005 as releases for Q1, Q2, Q3 and Q4 respectively. Total cumulative funds received as at the end of the FY amounted to UGX 891,280,695, representing 143 % of the approved annual work plan budget as detailed in **Table 35** below:

**Table 35: Budget versus Releases for Moyo DLG**

Period	Work-plan Budget		Funds released		Releases
	Quarterly	Cumulative	Quarterly	Cumulative	Cumulative
	UGX	UGX	UGX	UGX	%
Q1	193,442,750	193,442,750	194,681,097	194,681,097	101
Q2	174,122,500	367,565,250	307,237,405	501,918,502	137
Q3	126,796,000	494,361,250	138,014,188	639,932,690	129
Q4	126,796,000	621,157,250	251,348,005	891,280,695	143
Total	621,157,250	621,157,250	891,280,695	891,280,695	143

Expenditure during the Q1-Q4 FY 2014/2015

The District had no rolled over funds from the financial year 2013/14. Of the total releases of UGX 891,280,695, it was noted that UGX 173,567,140 was transferred to Moyo Town Councils. UGX 112,556,310 was released to Sub-counties for Community Access Roads, leaving a balance of UGX 605,157,245 for utilisation on District roads. By the end of Q4, UGX 580,441,443 had been utilised by the District, bringing the absorption rate to 96% by the end of the third quarter as detailed in **Table 36** below.

**Table 36: Summary of Funds Utilisation for Moyo DLG**

Period	Funds released		Transfers	Available Funds	Funds Utilization		% Utilisation	Un-utilized Funds
	Quarterly	Cumulative			Quarterly	Cumulative		
	UGX	UGX	UGX	UGX	UGX	UGX		
R/O								
Q1	194,681,097	194,681,097	43,391,785	151,289,312	51,061,427	51,061,427	34%	100,227,885
Q2	307,237,405	501,918,502	155,948,095	302,578,622	90,553,236	141,614,663	30%	212,025,386
Q3	138,014,188	639,932,690	36,392,865	404,199,945	160,030,790	301,645,453	40%	244,169,155
Q4	251,348,005	891,280,695	50,390,705	605,157,245	278,795,990	580,441,443	46%	326,361,255
Total	891,280,695	891,280,695	286,123,450	605,157,245	580,441,443	580,441,443	96%	24,715,802

## Releases to Moyo Town Council

The monitoring exercise revealed that only UGX 87,124,874 out of UGX 575,574,727 released to Moyo Town Council was utilised during the quarters examined for FY 2014/15 as shown in **Table 37** below;

**Table 37: Funds released to Moyo Town Council**

Period	Funds released		Available Funds	Funds utilised	
	Quarterly	Cumulative		Quarterly	Cumulative
	UGX	UGX	UGX	UGX	UGX
R/O			2,007,587		
Q1	43,391,785	43,391,785	45,399,372	47,580,268	47,580,268
Q2	43,391,785	86,783,570	88,791,157	27,075,284	74,655,552
Q3	36,392,865	123,176,435	125,184,022	2,913,950	77,569,502
Q4	450,390,705	573,567,140	575,574,727	9,555,372	87,124,874
Total	573,567,140	573,567,140	575,574,727	87,124,874	87,124,874

It should be noted that of the total amount UGX 573,567,140 released to Moyo Town Council, UGX 173,567,140 related to maintenance works while the UGX 400,000,000 meant for tarmacking was received on 12/6/2015 hence low absorption rate.

The monitoring exercise showed that during the FY 2014/15, UGX 112,556,310 was released to Moyo Sub counties as detailed in **Table 38** below:

**Table 38: Funds utilization by Moyo Sub-counties**

Sub Agencies	R/O	Funds utilization	Available Funds	Utilized Funds	Un-Utilisation	% Utilisation
	UGX	UGX	UGX	UGX	UGX	
Itula Sub County		22,739,493	22,739,493	N/a	N/a	N/a
Gimara sub county		14,585,798	14,585,798	N/a	N/a	N/a
Lefori sub county		11,456,311	11,456,311	N/a	N/a	N/a
Itula Sub County		22,739,493	22,739,493	N/a	N/a	N/a
Gimara sub county		14,585,798	14,585,798	N/a	N/a	N/a
Lefori sub county		11,456,311	11,456,311	N/a	N/a	N/a
Dufile Sub county		6,644,992	6,644,992	N/a	N/a	N/a
Moyo Sub county		18,268,798	18,268,798	N/a	N/a	N/a
Metu Sub county	375,698	15,905,717	16,281,415	12,043,450	4,237,965	74%
Laropi Sub county		8,177,802	8,177,802	N/a	N/a	N/a
Aliba Sub county		14,777,399	14,777,399	N/a	N/a	N/a
<b>Total</b>	<b>375,698</b>	<b>112,556,310</b>	<b>112,932,008</b>	<b>12,043,450</b>	<b>100,888,558</b>	<b>10.66 %</b>

\* N/a refers to the Sub Agencies which never availed there financial records.

### 5.4.3 Status of mainstreaming of cross-cutting issues

As indicated in all other DAs, women are employed both in the field and at the offices. There was no obvious effort in HIV/AIDS and environmental issues.

### 5.4.4 Implementation challenges and key Issues at Moyo DLG

Implementation challenges in the DA included:

- ... Late release of funds, hence non-completion of works.
- ... Inaccessibility of the Zonal equipment and once accessed given for limited time as well as being expensive to transport.
- ... Lack of key road maintenance equipment like vibro roller, water bowser and excavator.

The following key issues, respective risks and strategies for improvement were identified in a discussion with the staff at Moyo DLG in respect to utilization of road maintenance funds as shown in **Table 39** below:



**Table 169: Key Issues at Moyo DLG**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Routine manual maintenance faced with the challenges of low monthly rate and scarcity of labour.	Poor performance and fast road deterioration.	URF and Moyo DLG should study the rate, works to be done and desired performance, as to come up with a realistic rate particular to the DA.
2.	Inaccessibility of the Zonal equipment and once accessed; they are allocated for limited time as well as being expensive to transport.	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
3.	Lack of key road maintenance equipment like vibro roller, water bowser and excavator.	Failure to execute works to specification.	MoWT should consider procuring such equipment like rollers and water bowsers for the DA.
4.	Difficulty in managing storm waters in the road side drains.	Excessive erosion and flooding.	In a bid to have drainage interconnectivity, Moyo TC should come up with drainage master plan.
5.	Commingling of funds -which results into misstatement of accountability reports.	Inaccurate financial reports which affects decision making.	URF should advise Moyo TC to carry out refresher courses (accounts department) to ensure road funds are clearly identified and accounted for.
6.	Failure to cancel payment vouchers with a "PAID" stamp by Moyo TC and Metu Sub County	Risk of double payments.	URF should advise Moyo TC and Metu Sub County to ensure that all payments are stamped "PAID" to mitigate risks of duplicating payments.
7.	Non submission of accountability reports by DAs sub agencies	Risk of misuse or non-utilisation of URF funds.	URF should task Moyo DLG to ensure that all the Sub Agencies submit their accountability reports.
8	No Procurement Imprest	Risk of delays in the procurement process since there is no imprest for printing of the bid documents.	URF should advise Moyo DLG to always provide imprest to the PDU.
9	Failure to attach accountabilities e.g. pre and post assessment reports and activity reports to payment vouchers for both DAs and Sub DAs. As shown in Appendix 6 (table 6)	Risk that funds were not utilised for the intended road maintenance works.	URF should emphasize to all DAs that funds spent on unsupported payments are refundable.

### Performance Rating of Road Maintenance Programme in Moyo DLG

The performance rating of Moyo DLG against Key Performance Indicators (KPIs) is as summarized in Table 40 below:

**Table 40: Performance Rating of Moyo DLG Q1-4 FY 2014/15**

Physical Performance								
Type of Intervention	Annual Planned Quantity FY 2014/15 (km)	Cum. Planned Quantity Q4 FY 2014/15 (km)	Cum. Achieved Quantity Q4 FY 2014/15 (km)	Score (%)	Budget FY 2014/15 (UGX Million)	weight based on budget	Weigh ted Score (%)	Remark
RMM	220.80	220.80	220.80	100.0%	195.23	40.8%	40.8%	
RMeM	8.00	8.00	5.60	70.0%	23.32	4.9%	3.4%	
PM	18.00	18.00	12.23	67.9%	259.93	54.3%	36.9%	
Total			238.63		478.48	100.0%	81.1%	Physical performance score
Financial Performance								
IPF FY 2014/15 (UGX Million)		Cum. Receipts Q4 FY 2014/15 (UGX Million)		Cum. Expenditure Q4 FY 2014/15 (UGX Million)		Financial Perform ance Score	Remark	
621,157,250		605,157,245		580,441,443		96%		
Performance Rating of Moyo DLG							Average Score (%)	Dashboard Color
							89%	Good

Table 40 of the M&E report rated physical performance at 81.1% (Good) and the financial performance rated at 96% (Good) implying almost all funds released were utilised, though some works were on-going.

## 5.5 AMURU DISTRICT LOCAL GOVERNMENT

Amuru district local government is one of the district local governments created out of Gulu district. Amuru DLG is made up of four sub counties.

### 5.5.1 Physical Performance

Amuru DLG as a Designated Agency is in charge of a road network of 211.73 Km of district roads. At the time of monitoring, the work plan for FY 2014/15 had progressed as follows:

- ... 72.7% of planned Routine manual maintenance in Q4 had been undertaken by the agency;
- ... 14.8% of planned Routine mechanised maintenance in Q4 had been executed, and
- ... Performance for Periodic maintenance stood at 29.8 % of planned activities.

In order to assess the extent of performance of planned road maintenance activities for FY 2014/15, the monitoring team sampled and visited the roads as depicted in **Table 41**;

**Table 41: Amuru Roads samples**

Sample	Name of Road	Length (Km)	Sample	Name of Road	Length (Km)
1	Otwee - Mutema - Okungedi road	16.3	4	Amuru Trading centre – Palak CAR, under Amuru sub county,	8.0
2	Oberabic - Otici – Gotgweno road	12.7	5	Chilir – Choke CAR, under Lamogi Sub County.	3.0
3	Kaladina – Guru Guru road	10			

The condition of the roads visited by the Consultant under Amuru DLG is depicted in **Figure 5.5** below. The state of individual roads is detailed in **Appendix 4**.

The periodic maintenance along Otwee - Mutema - Okungedi road had just commenced at the time of the visit. Grading was satisfactory; with the road widened and good camber. However there was no roller and even the grader broke down the following day. The Owee Bridge crossing along the road should be rehabilitated.

Also while doing routine mechanised maintenance of Oberabic - Otici – Gotgweno road, the grader broke down. The fuel changing prices are likely to affect the quantity of fuel to be used on this road given the long grader break down time.

Amuru sub county diverted funds for routine manual maintenance of Amuru Trading centre – Palak CAR, to opening new roads within Amuru Trading centre. The road was found to be bushy, and narrowing.

Lamogi sub county endeavoured to grade Chilir – Choke CAR, only 1.3 km was done and with no clear plan of when they will complete the grading. The District Engineer was advised to have the CAR at their design width given that there is very limited vehicular traffic using them.

Amuru Town council has a road network of 14 km. Most of the roads were new, well graded and gravelled. However due to none usage, they are getting over grown with bushes. Also the

problem of drainage interconnectivity can best be resolved at this time when there is limited land usage.

Regarding routine manual maintenance, that the 2 km per person per month is unachievable given the nature bushes do grow. That a revision be made by reducing work load to 1 km per person per month.

The general condition of the roads visited is shown below:



**Amuru DLG:** Otwee - Mutema - Okungedi road, 16.3 km; grading works but without roller.



**Amuru DLG:** Otwee - Mutema - Okungedi road, 16.3 km; grading works but without roller.



**Amuru DLG:** Oberabic - Otici - Gotgweno road, 12.7 km; was under grading but grader broke down.



**Amuru DLG:** Chilir - Choke CAR, 3 km under Lamogi Sub County; road graded.



**Amuru DLG:** Otwee - Mutema - Okungedi road, 16.3 km; well executed culvert channel cleaning.



**Amuru DLG:** Otwee - Mutema - Okungedi road, 16.3 km; bush clearing by road gangs.





**Amuru DLG:** Amuru Trading centre – Palak CAR, 8 km under Amuru sub county; grass cutting was planned to be done but funds were diverted to opening roads in Amuru Trading centre.



**Amuru DLG:** Otwee - Mutema - Okungedi road, 16.3 km; river crossing requiring urgent repairs.



**Amuru DLG:** Amuru TC roads; well graded, gravelled and compacted.



**Amuru DLG:** Amuru TC roads; culverts installed and approaches being improved.



**Amuru DLG:** Amuru TC roads; Owee swamp crossing works.



**Amuru DLG:** Gender inclusive road sign.

**Figure 5.5 Photographs in Amuru DLG**

### 5.5.2 Financial Performances

#### Funds Released in the FY 2014/2015 (Q1-4)

The DA had rolled over funds of UGX 46,568,449 brought forward from the FY 2013/14. The monitoring team noted that the Agency budgeted for UGX 692,878,751 for road maintenance for the financial year 2014/15. At the time of the monitoring field visit, Amuru DLG had received a total of UGX 159,077,971, UGX 231,670,444, UGX 115,056,256, and UGX 203,099,336 as releases for Q1, Q2, Q3 and Q4 respectively. Total cumulative funds received as at the end of the FY amounted to UGX 708,904,007, representing 102 % of the approved annual work plan budget as detailed in **Table 42** below:

**Table 42: Budget versus Releases for Amuru DLG**

Period	Work-plan Budget		Funds released		Releases
	Quarterly	Cumulative	Quarterly	Cumulative	Cumulative
	UGX	UGX	UGX	UGX	%
<b>Q1</b>	237,776,951	237,776,951	159,077,971	159,077,971	67
<b>Q2</b>	191,279,840	429,056,791	231,670,444	390,748,415	91
<b>Q3</b>	138,421,355	567,478,146	115,056,256	505,804,671	89
<b>Q4</b>	125,400,605	692,878,751	203,099,336	708,904,007	102
<b>Total</b>	<b>692,878,751</b>	<b>692,878,751</b>	<b>708,904,007</b>	<b>708,904,007</b>	<b>102</b>

#### Expenditure during the Q1-Q4 FY 2014/2015

The District had rolled over funds of UGX 46,568,449 from the financial year 2013/14. Of the total releases of UGX 708,904,007, it was noted that UGX 171,763,373 was transferred to Amuru TC; UGX 72,592,472 was released to Sub-counties for Community Access Roads, leaving a balance of UGX 511,116,611 for utilisation on District roads. By the end of Q4, UGX 348,056,324 had been utilised by the District, bringing the absorption rate to 68% by the end of the FY as detailed in **Table 43** below.

**Table 43: Summary of Funds Utilisation for Amuru DLG**

Period	Funds released		Transfers	Available Funds	Funds Utilization		% Utilis ation	Un-utilized Funds
	Quarterly	Cumulative			Quarterly	Cumulative		
	UGX	UGX			UGX	UGX		
<b>R/O</b>				46,568,449				
<b>Q1</b>	159,077,971	159,077,971	42,940,843	162,705,577	52,797,022	52,797,022	32%	109,908,555
<b>Q2</b>	231,670,444	390,748,415	115,533,315	278,842,706	74,627,000	127,424,022	27%	204,215,706
<b>Q3</b>	115,056,256	505,804,671	36,014,658	357,884,304	33,549,500	160,973,522	9%	324,334,804
<b>Q4</b>	203,099,336	708,904,007	49,867,029	511,116,611	187,082,802	348,056,324	37%	324,033,809
<b>Total</b>	<b>708,904,007</b>	<b>708,904,007</b>	<b>244,355,845</b>	<b>511,116,611</b>	<b>348,056,324</b>	<b>348,056,324</b>	<b>68%</b>	<b>163,060,287</b>

#### Releases to Amuru Town Council

Amuru Town Council had rolled over funds of UGX 99,778,262 from the financial year 2013/14. The monitoring exercise revealed that out of the UGX 271,541,635 available at Amuru Town Council, UGX 235,029,703 (87%) was utilised during the quarters monitored for FY 2014/15 as shown in Table 44 below;

**Table 44: Releases to Amuru Town Council**

Period	Funds released		Available funds	Funds utilization		% Utilization	Un-utilized Funds
	Quarterly	Cumulative		Quarterly	Cumulative		
	UGX	UGX		UGX	UGX	%	UGX
			99,778,262				
<b>Q1</b>	42,940,843	42,940,843	142,719,105	21,250,993	21,250,993	15%	121,468,112
<b>Q2</b>	42,940,843	85,881,686	185,659,948	118,434,581	139,685,574	64%	67,225,367
<b>Q3</b>	36,014,658	121,896,344	221,674,606	60,625,945	200,311,519	27%	161,048,661
<b>Q4</b>	49,867,029	171,763,373	271,541,635	34,718,184	235,029,703	13%	236,823,451
<b>Total</b>	171,763,373	171,763,373	271,541,635	235,029,703	235,029,703	87%	36,511,932

#### Releases to Amuru Sub counties

The monitoring exercise sampled four Sub Counties and noted that during the FY 2014/15, UGX 72,592,472 was released to Amuru sub counties as detailed in table 45 below; 12,636,050 was utilised and UGX 59,962,678 remained un-utilized funds :

**Table 45: Funds utilization by Amuru Sub-counties**

Sub Agencies	R/O	Funds released	Funds utilization	Un-utilized Funds	% Utilisation
	UGX	UGX	UGX	UGX	
Amuru Sub County		14,009,621	N/a	*N/a	N/a
Lamogi Sub County	6,256	16,682,687	12,636,050	4,052,893	76
Pabbo Sub County		19,301,783	N/a	N/a	N/a
Atiak Sub County		22,598,381	N/a	N/a	N/a
<b>Total</b>		<b>72,592,472</b>	<b>12,636,050</b>	<b>59,962,678</b>	<b>17</b>

\* N/a refers to the Sub Agencies which never availed their financial records.

#### 5.5.3 Status of mainstreaming of cross-cutting issues

As indicated in all other DAs, women are employed both in the field and at the offices. The Consultant noted that the Agency even had a Gender inclusive road sign.

Environmental protection was observed through tree planting. It was further noted that planted trees were protected by entrusting them to local institutions e.g. churches, schools, health centres and youth groups.



### 5.5.4 Implementation challenges and key Issues at Amuru DLG

Implementation challenges in the DA included:

- ... Sparsely populated Agency, where road gangs have to move long distances to work.
- ... Routine manual maintenance faced with low payment rates for the road gangs which do not attract labourers from other competitive economic activities.
- ... Inaccessibility of the Zonal equipment and lack of key equipment like rollers and water bowser.
- ... Long equipment break down time

The following key issues, respective risks and strategies for improvement were identified in a discussion with the staff at Amuru DLG in respect to utilization of road maintenance funds as shown in **Table 46** below:

**Table 46: Key Issues at Amuru DLG**

Ref.	Finding	Risk/Effect	Strategies for improvement
1.	Routine manual maintenance faced with the challenges of low monthly rate and scarcity of labour.	Poor performance and fast road deterioration.	URF and Amuru DLG should study the rate, works to be done and desired performance, as to come up with a realistic rate particular to the DA.
2.	The road gangs unable to complete tasks as per the guidelines.	Maintenance backlog	MoWT should review guidelines on the case by case basis instead of being generic.
3.	Inaccessibility of the Zonal equipment	Resorting to hiring of equipment, hence making the cost of road maintenance high.	URF should task MoWT to review the Zonal equipment policy, so that equipment is always available.
4.	Lack of key road maintenance equipment like vibro roller	Failure to execute works to specification	MoWT should consider procuring such equipment like rollers and water bowzers for the affected DAs.
5.	Long equipment break down time	Delayed completion of maintenance activities.	MoWT should consider coming up with a specialised equipment repair unit, visiting DAs in the wake of old fleet equipment for most of the DA.
7.	Failure to cancel payment vouchers with a "PAID" stamp by Amuru TC	Risk of double payments.	URF should advise Amuru TC to ensure that all payments are stamped "PAID" to mitigate risks of duplicating payments.
8.	Missing payment vouchers relating to Amuru TC and Lamogi Sub county refer to Appendix 6(table 4)	A Risk that payments made were not for meeting the objectives of URF.	URF should task Amuru DLG to ensure the sub agency accounts for the missing payment vouchers or refund road funds.
9	Failure to attach accountabilities e.g. pre and post assessment reports, activity reports and fuel consumption sheets to payment vouchers for both DAs and Sub DAs as detailed in Appendix 6 (table 7)	Risk that funds were not utilised for the intended road maintenance works.	URF should emphasise to the DA that funds spent on payments which are inadequately supported are refundable.
10	Failure to have an up dated cash book by Amuru TC and Lamogi Sub County	Risk of un reliability of the financial statements	URF should task Amuru DLG to ensure that all the Sub Agencies have up to date cash books.

Ref.	Finding	Risk/Effect	Strategies for improvement
11	Diversion of funds: UGX 340,000 was diverted to submission of business proposal under Community Agricultural Infrastructure improvement Programme (CAIIP)	Risk of non-completion of URF works	URF should task Amuru DLG to refund back the funds which were diverted.
12	No Procurement Imprest	Risk of delays in the procurement process since there is no imprest for printing of the bid documents.	URF should advise Amuru DLG to always provide imprest to the PDU.
13	Inadequate staffing - there is one procurement official at Amuru DLG.	Risk of delayed implementation of planned works.	URF should task Amuru DLG to recruit the required personnel.

## Performance Rating of Road Maintenance Programme in Amuru DLG

The performance rating of Amuru DLG against Key Performance Indicators (KPIs) is as summarized in **Table 47** below:

**Table 47: Performance Rating of Amuru DLG Q1-4 FY 2014/15**

Physical Performance								
Type of Intervention	Annual Planned Quantity FY 2014/15 (km)	Cum. Planned Quantity Q4 FY 2014/15 (km)	Cum. Achieved Quantity Q4 FY 2014/15 (km)	Score (%)	Budget FY 2014/15 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
RMM	211.73	211.73	154.00	72.7%	149.75	33.5%	24.4%	
RMeM	40.50	40.50	6.00	14.8%	60.75	13.6%	2.0%	
PM				29.8%	236.77	52.9%	15.8%	
Total			169.40		447.27	100.0%	42.2%	Physical performance score
Financial Performance								
IPF FY 2014/15 (UGX Million)		Cum. Receipts Q4FY 2014/15 (UGX Million)		Cum. Expenditure Q4 FY 2014/15 (UGX Million)		Financial Performance Score		Remark
692,878,751		511,116,611		348,056,324		68%		
Performance Rating of Amuru DLG							Average Score (%)	Dashboard Color
							55%	Fair

Table 47 of the M&E report rated physical performance of the agency at 42.2% (Fair) and the financial performance rated at 68% (Good). The variance between the physical and financial performance was due to the fact that there were on going works at the time of the M&E exercise.

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## APPENDIX 1: TERMS OF REFERENCE

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### **Overall objective of the services:**

The overall objectives of the services is to establish the degree to which the objectives of the Fund are being met with reference to the key performance indicators set out in the performance agreements and the One Year Road Maintenance Plan (OYRMP) and also to generate lessons learnt and best practices for continuous improvement.

### **Specific objectives of the Services**

Specific objectives of the services shall include the following:

- a) To ensure effective and timely monitoring of the implementation of performance agreements signed between URF and DAs;
- b) To ensure timely production of M&E reports to inform decisions in the key operations of the Fund;
- c) To ensure effective collection of data on condition of public roads and identification of the various relevant parameters that directly affect delivery of road maintenance services; and
- d) To ensure recurrent identification of key policy issues for the attention of Board, and lessons for continuous improvement.

## **SECTION III: SCOPE OF THE ASSIGNMENT**

### **General**

The scope of the services shall include but not limited to:

- i) Preparation of an inception report that details the approaches /methodologies to be adopted and sets forth a detailed timeline with associated milestones in the delivery of the Services for the two scenarios:
  - a) Regular M&E activities to be undertaken on a quarterly basis; and
  - b) Impromptu M&E of any selected agency within the given region
- ii) Measuring KPIs of road maintenance activities financed by URF as stipulated in the performance agreements between URF and the DAs, as achieved during the quarter and cumulatively from the beginning of the current FY;
- iii) Tracking the quarterly and cumulative utilization of funds disbursed to agencies against approved work plans;
- iv) Tracking the utilization of funds rolled over from most previous Financial Year (FY) against the corresponding approved work plans;
- v) Collection of data on effectiveness and immediate impact of URF funding on condition of public roads and identification of the various relevant parameters that directly affect delivery of road maintenance services;

- vi) Identification of potential risks, implementation challenges and limitations at the agency and programme levels and proposing possible mitigation strategies;
- vii) Collection of data on the level of compliance with government policy requirements on mainstreaming of crosscutting issues, namely HIV awareness, gender and environmental protection issues;
- viii) Tracking of actions taken by DAs on previous audit, M&E and Board recommendations;
- ix) Collection of data on level of private sector involvement in road maintenance activities among DAs;
- x) Collection of data and reporting on topical issues of interest to the Board/ URF management as and when they arise during the assignment;
- xi) Establish the level of functionality of District Roads Committees (DRCs), identify weaknesses and propose corrective action/ necessary improvements;
- xii) Make assessment of the efficiency and effectiveness; and propose areas of improvement of the force account implementation strategy in road maintenance specifically with regard to: equipment condition, quality of staff driving the equipment, maintenance services for equipment, recruitment of gangs, daily productivity under force account, procurement of input materials and quality assurance.
- xiii) Identification of key policy issues for the attention of Board, and lessons for continuous improvement;
- xiv) Preparing quarterly reports on the results of M&E activities covered under this scope on DAs selected for M&E during each quarter;
- xv) Develop a performance rating criteria for DAs. This stems from the need to translate M&E findings into a performance rating for a given DA.
- xvi) Preparing a draft final report on the consultancy services setting out summaries of all quarterly reports produced during the period of the assignment; key policy issues; lessons learned/ best practices identified, conclusions and recommendations; and

Preparation of a final report comprising of the draft final report, amended with comments of the client, project final accounts.

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## APPENDIX 2: TEAM OF CONSULTANTS

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No.	Name	Designation
1.	Dr. Sylvester P.K. Kugonza (PhD)	Team Leader
2.	Eng. Paul Ssesanga	Engineer
3.	Ms Nabimanya Dativa	Financial Analyst
4.	Mr. Eric Mitanda	Financial Analyst



### Appendix 3: OFFICERS INTERVIEWED

Moyo District Local Government			
	Name	Designation	Telephone
1	Vuciri Geoffrey	Acting Chief Administrative Office	0774428909
2	Chota Vivien	Town Clerk	0772594932
3	Onzima Francis	Ag. Treasurer	0774536488
4	Rokarol Samson	Acting District Engineer	0773791888
5	Guma Alfred	Acting District Accountant	0773953440
6	Ovoyo Gad Sunday	Physical planner	0774770518
Yumbe District Local Government			
1	Batemyetto Jacob	Chief Administrative Officer	0772461970
2	Amin M.G. Clay	Senior finance officer	0772322993
3	Drakuma Maliki	Town clerk	0772319277
Arua Municipal Council			
1	Byabaganbi Frank	Town Clerk	0392944884
2	Asedri Fred	Environment officer	0782666020
3	Alwonzi Godfrey	Senior Civil Engineer	0772543311
4	Bithumu Charles	Acting Chief Finance Officer	0772575549
Arua District Local Government			
1	Kisembo Grace	Deputy Chief Administrative Officer	0772387960
2	Amule B Sam	Works Accountant	0772931391
3	Draku Anson	District Engineer	0758832938
Moyo UNRA			
1	Dennis Adole	Station Engineer	0772488015
2	Oluka John Francis	Assistant Store Keeper	0772545583
3	Mutabazi Alex	Station Accountant	0775281304
Amuru District Local Government			
1	Ojara Stephen	Acting Chief Administrative Officer	0777185432
2	Luwita Raymond	District Engineer	0392965988
3	Drakuma Maliki	Town clerk	0772319277
4	Ocen Andrew	Works Accountant	0711013200

## APPENDIX 4: INSPECTED ROADS

### ARUA MUNICIPAL COUNCIL

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:	Road No.:			Road Length: (km) 0.2			
Doka – Alwala	Annual Budget (Ushs) <i>Shared budget with Nasson lane</i>						
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: 13 March 2015							
Completion: 30 June 2015							
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)			
Force Account				Mechanised			
Scope of Works							
Grading							
Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved		Unpaved	
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous		Rolling	
<b>Field Findings</b>							
						<b>Rating</b>	
						Good	Fair
						Poor	
<b>Road Reserve</b>							
Encroachment							√
Vegetation Control							√
<b>Drainage</b>							
State of Culverts							
State of Structures							
State of Side Drainage (Clean/Half Blocked/Blocked)							√
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)						4	√
Condition							√
<b>Overall Quality of Works</b>							√
Remarks:							
– Road was well graded though without roller							
– Side drain need lining as a way of controlling erosion							
– Road reserve grossly encroached upon							

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)									
Road Name:		Road No.:			Road Length: (km) 0.2				
Donga Lane		Annual Budget (Ushs) <i>Shared budget with Nasson lane</i>							
Monitored by: Eng. Paul Ssesanga						Date: 31 July 2015			
<b>Historical Data</b>									
Dates of Intervention									
Commencement: 13 March 2015									
Completion: 30 June 2015									
Intervention by (Force Account/ Contract)		Technology: ( <i>Mechanised / Labour Based</i> )							
Force Account		Mechanised							
Scope of Works									
Grading									
Drainage works									
Importance of the Infrastructure									
Urban roads									
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved			Unpaved				
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous			Rolling				
<b>Field Findings</b>									
						<b>Rating</b>			
						Good	Fair	Poor	
<b>Road Reserve</b>									
Encroachment							√		
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts									
State of Structures									
State of Side Drainage ( <i>Clean/Half Blocked/Blocked</i> )							√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)									
<b>Carriage way and Shoulder</b>									
Average Width (m)		4					√		
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
- Road was well graded though without roller									
- Road reserve grossly encroached upon									

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)									
Road Name:		Road No.:			Road Length: (km) 0.2				
Jubale lane		Annual Budget (Ushs) <i>Shared budget with Nasson lane</i>							
Monitored by: Eng. Paul Ssesanga						Date: 31 July 2015			
<b>Historical Data</b>									
Dates of Intervention									
Commencement: 13 March 2015									
Completion: 30 June 2015									
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)							
Force Account		Mechanised							
Scope of Works									
Grading									
Drainage works									
Importance of the Infrastructure									
Urban roads									
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved			Unpaved				
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous			Rolling				
<b>Field Findings</b>									
						<b>Rating</b>			
						Good	Fair	Poor	
<b>Road Reserve</b>									
Encroachment								√	
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts									
State of Structures									
State of Side Drainage (Clean/Half Blocked/Blocked)							√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)									
<b>Carriage way and Shoulder</b>									
Average Width (m)		4					√		
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
- Road was well graded though without roller									
- Road reserve grossly encroached upon									

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 0.4			
Abraham – Riji		Annual Budget (Ushs) <i>Shared budget with Nasson lane</i>					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
Historical Data							
Dates of Intervention							
Commencement: 13 March 2015							
Completion: 30 June 2015							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
Grading							
Gravelling							
Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
Field Findings							
				Rating			
				Good	Fair	Poor	
Road Reserve							
Encroachment							√
Vegetation Control					√		
Drainage							
State of Culverts					√		
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)							√
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
Carriage way and Shoulder							
Average Width (m)		5		√			
Condition					√		
Overall Quality of Works							
					√		
Remarks:							
- Road was well graded though without roller							
- Drainage interconnectivity required							
- Road reserve grossly encroached upon							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 0.15			
Nasson Lane		Annual Budget (Ushs) 36,248,300					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: 13 March 2015							
Completion: 30 June 2015							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Grading and gravelling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good	Fair	Poor	
<b>Road Reserve</b>							
Encroachment							√
Vegetation Control					√		
<b>Drainage</b>							
State of Culverts					√		
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)		5		√			
Condition				√			
<b>Overall Quality of Works</b>					√		
Remarks:							
- Road was well graded and gravelled though without roller							
- Side drain need lining as a way of controlling erosion							
- Road reserve grossly encroached upon							



Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 1.0			
Awindiri Crescent		31.972,000					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: 30 April 2015							
Completion: On going							
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)			
Force Account				Mechanised			
Scope of Works							
- Bush clearing							
- Grading and gravelling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good		Fair	
				Poor			
<b>Road Reserve</b>							
Encroachment						√	
Vegetation Control						√	
<b>Drainage</b>							
State of Culverts				√			
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)				√			
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)		5		√			
Condition				√			
<b>Overall Quality of Works</b>				√			
Remarks:							
- Road was well graded though without roller. Gravelling is yet to be carried.							
- Tree planting within the road reserve done.							
- Road reserve grossly encroached upon							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 0.7			
Enyau Crescent		Annual Budget (Ushs) 30,000,000					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: 30 April 2015							
Completion:							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Grading and gravelling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good	Fair	Poor	
<b>Road Reserve</b>							
Encroachment							√
Vegetation Control					√		
<b>Drainage</b>							
State of Culverts					√		
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)		5		√			
Condition					√		
<b>Overall Quality of Works</b>					√		
Remarks:							
- Road was well graded though without roller, gravelling yet to be carried out							
- Stone pitching to be done in the side drains							
- Road reserve grossly encroached upon							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 1.2			
School road		Annual Budget (Ushs) 65,000,000					
Monitored by: Eng. Paul Sesanga				Date: 31 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: 23 March 2015							
Completion:							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Grading and gravelling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good	Fair	Poor	
<b>Road Reserve</b>							
Encroachment							√
Vegetation Control					√		
<b>Drainage</b>							
State of Culverts					√		
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)		5			√		
Condition					√		
<b>Overall Quality of Works: Works on going</b>					√		
Remarks:							
- Road was well graded though without roller. Gravelling is yet to be carried out.							
- Drainage interconnectivity required as away of channeling away storm waters							
- Road reserve grossly encroached upon							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 0.8			
Mududu road		Annual Budget (Ushs) 50,236,000					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
Historical Data							
Dates of Intervention							
Commencement: 18 March 2015							
Completion:							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Grading and gravelling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
Field Findings							
				Rating			
				Good	Fair	Poor	
Road Reserve							
Encroachment							√
Vegetation Control					√		
Drainage							
State of Culverts							√
State of Structures					√		
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
Carriage way and Shoulder							
Average Width (m)		5		√			
Condition					√		
Overall Quality of Works							
					√		
Remarks:							
- Road was well graded though without roller, gravelling is yet to be executed.							
- Drainage interconnectivity required							
- Road reserve grossly encroached upon							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 1.1			
Adroa road		Annual Budget (Ushs) 23,289,200					
Monitored by: Eng. Paul Sesanga				Date: 31 July 2015			
Historical Data							
Dates of Intervention							
Commencement: 25 June 2015							
Completion:							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Grading and gravelling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
Field Findings							
				Rating			
				Good	Fair	Poor	
Road Reserve							
Encroachment							√
Vegetation Control					√		
Drainage							
State of Culverts					√		
State of Structures					√		
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
Carriage way and Shoulder							
Average Width (m)		6			√		
Condition					√		
Overall Quality of Works							
					√		
Remarks:							
- Road was well graded though without roller							
- Three culvert lines being installed at Oli river crossing							
- Drainage interconnectivity required							
- Road reserve grossly encroached upon							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 0.5			
Afra road		Annual Budget (Ushs) 316,000,000					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
Historical Data							
Dates of Intervention							
Commencement: 13 March 2015							
Completion:							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Earth works							
- Drainage works							
- Tarmacking							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
Field Findings							
						Rating	
						Good	Fair
							Poor
Road Reserve							
Encroachment							✓
Vegetation Control						✓	
Drainage							
State of Culverts							✓
State of Structures							
State of Side Drainage (Clean/Half Blocked/Blocked)							✓
State of Mitre drains, Channels and Catchwater drains (Clean/Half Blocked/Blocked)							✓
Carriage way and Shoulder							
Average Width (m)		10		✓			
Condition							✓
Overall Quality of Works							✓
Remarks:							
- Road is due for tarmacking but road reserve issues need settling before commencement of works.							



Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 0.7			
Dr. Charles Adriko		Annual Budget (Ushs) 33,000,000					
Monitored by: Eng. Paul Ssesanga				Date: 31 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: 11 September 2014							
Completion: 30 June 2015							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Grading							
- Graveling							
- Drainage works including culvert installation and stone pitching of side drain							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good	Fair	Poor	
<b>Road Reserve</b>							
Encroachment					√		
Vegetation Control					√		
<b>Drainage</b>							
State of Culverts				√			
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)		6		√			
Condition				√			
<b>Overall Quality of Works</b>				√			
Remarks:							
- Road was well graded and gravelled							
- Side drain was stone pitched, but require cleaning							
- Some houses were demolished to create space for the road.							

## YUMBE DLG

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)									
Road Name:		Road No.:			Road Length: (km) 17.3				
Kuru – Lobe		Annual Budget (Ushs)							
Monitored by: Eng. Paul Sesanga						Date: 29 July 2015			
<b>Historical Data</b>									
Dates of Intervention									
Commencement:									
Completion:									
Intervention by (Force Account/ Contract)					Technology: (Mechanised / Labour Based)				
Force Account					Mechanised				
Scope of Works									
- Grading									
- Gravelling									
- Drainage works including culvert installation and excavation of offshoots									
Importance of the Infrastructure									
Linkage of communities and service centres									
Traffic Pattern: (Heavy, Medium, Light) Medium					Road Type : Paved/ Unpaved		Unpaved		
Season at Inspection: Wet					Terrain: Flat / Rolling / Mountainous		Rolling		
<b>Field Findings</b>									
						<b>Rating</b>			
						<b>Good</b>	<b>Fair</b>	<b>Poor</b>	
<b>Road Reserve</b>									
Encroachment					√				
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts							√		
State of Structures							√		
State of Side Drainage (Clean/Half Blocked/Blocked)							√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√		
<b>Carriage way and Shoulder</b>									
Average Width (m)		6			√				
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
- Planned works not carried out and funds reallocated to bridge works.									
- Planned works not carried out and funds reallocated to bridge works.									
- Road should urgently undergo periodic maintenance									
- Woi timber deck bridge need urgent rehabilitation.									

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 7			
Driambu – Orichaku		Annual Budget (Ushs) 15,000,000					
Monitored by: Eng. Paul Sesanga				Date: 29 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: June 2015							
Completion: June 2015							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Grading							
- Drainage improvement including opening offshoots							
Importance of the Infrastructure							
Linkage of communities and service centres							
Traffic Pattern: (Heavy, Medium, Light) Light		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good	Fair	Poor	
<b>Road Reserve</b>							
Encroachment				√			
Vegetation Control					√		
<b>Drainage</b>							
State of Culverts				√			
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)					√		
<b>Carriage way and Shoulder</b>							
Average Width (m)		6		√			
Condition					√		
<b>Overall Quality of Works</b>					√		
Remarks:							
- This is a Community Access Road that was graded, though not compacted.							
- Drainage need improvement with installation of culverts and opening more offshoots							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 7.8			
Lodonga - Adibo		Annual Budget (Ushs) 8,000,000					
Monitored by: Eng. Paul Sesanga				Date: 29 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement: May 2015							
Completion: June 2015							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Grading							
- Drainage works including cleaning culvert outflow channels and opening offshoots							
Importance of the Infrastructure							
Linkage of communities and service centres							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
				<b>Rating</b>			
				Good	Fair	Poor	
<b>Road Reserve</b>							
Encroachment				√			
Vegetation Control					√		
<b>Drainage</b>							
State of Culverts				√			
State of Structures				√			
State of Side Drainage (Clean/Half Blocked/Blocked)					√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)					√		
<b>Carriage way and Shoulder</b>							
Average Width (m)		6		√			
Condition					√		
<b>Overall Quality of Works</b>					√		
Remarks:							
- Grading done but without a roller.							
- More offshoots should be excavated							

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km)			
Yumbe Town roads		Annual Budget (Ushs)					
Monitored by: Eng. Paul Ssesanga				Date: 29 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement:							
Completion:							
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)			
Force Account				Mechanised			
Scope of Works							
- Grading							
- Graveling							
- Drainage works							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
						<b>Rating</b>	
						Good	Fair
						Poor	
<b>Road Reserve</b>							
Encroachment						√	
Vegetation Control						√	
<b>Drainage</b>							
State of Culverts						√	
State of Structures						√	
State of Side Drainage (Clean/Half Blocked/Blocked)						√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√
<b>Carriage way and Shoulder</b>							
Average Width (m)		6				√	
Condition						√	
<b>Overall Quality of Works</b>						√	
Remarks:							
- Roads in good condition given that were well graded and compacted							
- Cleaning of culvert outflow channels required.							
- Drainage interconnectivity should be explored							

## MOYO DLG

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 4.6			
Lama - Gbalala		Annual Budget (Ushs) 358,000,000					
Monitored by: Eng. Paul Ssesanga				Date: 27 July 2015			
Historical Data							
Dates of Intervention							
Commencement: June 2015							
Completion: On going							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Grading							
- spot gravelling							
- Drainage works							
Importance of the Infrastructure							
Linkage of communities and service centres							
Traffic Pattern: (Heavy, Medium, Light) Light		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Mountainous			
Field Findings							
						Rating	
						Good	Fair
						Poor	
Road Reserve							
Encroachment						√	
Vegetation Control							√
Drainage							
State of Culverts							√
State of Structures							√
State of Side Drainage (Clean/Half Blocked/Blocked)							√
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√
Carriage way and Shoulder							
Average Width (m)		7				√	
Condition							√
Overall Quality of Works							
Remarks:							
- Grading works recently completed though compaction not adequate.							
- Culverts installed and more culverts are necessary, care should be made to ve culverts lengths to be as per road width							
- Consideration should be made for lining of side drain in the steep mountaneous section							



Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)								
Road Name:		Road No.:		Road Length: (km) 9				
Obongi - Itipa		Annual Budget (Ushs) 172,293,000						
Monitored by: Eng. Paul Ssesanga						Date: 27 July 2015		
<b>Historical Data</b>								
Dates of Intervention								
Commencement: 12 Feb. 2015								
Completion: April 2015								
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)				
Force Account				Mechanised				
Scope of Works								
- Bush clearing								
- Grading								
- spot gravelling								
- Drainage works								
Importance of the Infrastructure								
Linkage to community facilities								
Traffic Pattern: (Heavy, Medium, Light) Medium			Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet			Terrain: Flat / Rolling / Mountainous			Flat		
<b>Field Findings</b>								
						<b>Rating</b>		
						<b>Good</b>	<b>Fair</b>	<b>Poor</b>
<b>Road Reserve</b>								
Encroachment						√		
Vegetation Control							√	
<b>Drainage</b>								
State of Culverts						√		
State of Structures						√		
State of Side Drainage (Clean/Half Blocked/Blocked)						√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√	
<b>Carriage way and Shoulder</b>								
Average Width (m)				6		√		
Condition						√		
<b>Overall Quality of Works</b>						√		
Remarks:								
- Road well shaped, gravelled and compacted.								
- Scour checks should be placed at steep slopes to control erosion								
- Culvert out flow channels need cleaning								

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)									
Road Name:		Road No.:			Road Length: (km) 8				
Aringa – Losu		Annual Budget (Ushs) 12,045,000							
Monitored by: Eng. Paul Ssesanga						Date: 27 July 2015			
<b>Historical Data</b>									
Dates of Intervention									
Commencement: 29 June 201									
Completion: On going									
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)					
Force Account				Mechanised					
Scope of Works									
– Grading									
– Drainage works including opening of offshoots									
Importance of the Infrastructure									
Linkage to community facilities									
Traffic Pattern: (Heavy, Medium, Light) Light			Road Type : Paved/ Unpaved			Unpaved			
Season at Inspection: Wet			Terrain: Flat / Rolling / Mountainous			Flat			
<b>Field Findings</b>									
						<b>Rating</b>			
						Good	Fair	Poor	
<b>Road Reserve</b>									
Encroachment						√			
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts							√		
State of Structures						√			
State of Side Drainage (Clean/Half Blocked/Blocked)							√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√		
<b>Carriage way and Shoulder</b>									
Average Width (m)						6	√		
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
– Grading works are on going but require compaction.									

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km)			
Moyo Town roads		Annual Budget (Ushs)					
Monitored by: Eng. Paul Ssesanga				Date: 27 July 2015			
<b>Historical Data</b>							
Dates of Intervention							
Commencement:							
Completion: On going							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Grading							
- Spot gravelling							
- Drainage works including opening of offshoots							
Importance of the Infrastructure							
Urban roads							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
<b>Field Findings</b>							
						Rating	
						Good	Fair
						Poor	
<b>Road Reserve</b>							
Encroachment						√	
Vegetation Control						√	
<b>Drainage</b>							
State of Culverts						√	
State of Structures						√	
State of Side Drainage (Clean/Half Blocked/Blocked)						√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							
<b>Carriage way and Shoulder</b>							
Average Width (m)		6				√	
Condition						√	
Overall Quality of Works						√	
Remarks:							
- Grading and gravelling works evidently well executed.							
- Drainage interconnectivity required in such an urban setting with no possibility of excavating offshoots							

## MOYO UNRA

<b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)								
Road Name:			Road No.:			Road Length: (km) 88		
Adjumani-Mungula-Amuru			Annual Budget (Ushs) 922,710,000 (Cycle 1)					
Monitored by: Eng. Paul Sesanga						Date: 24 July 2015		
<b>Historical Data</b>								
Dates of Intervention								
Commencement:			24th December 2014					
Completion:			24th December 2017					
Intervention by (Force Account/ Contract)			Technology: (Mechanised / Labour Based)					
Contract			Mechanised					
Scope of Works								
Term Maintenance Contract:								
Grading, Gravelling, Drainage works, Manual Maintenance								
Importance of the Infrastructure								
- National Road								
Traffic Pattern: (Heavy, Medium, Light) Medium			Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet			Terrain: Flat / Rolling / Mountainous			Rolling		
<b>Field Findings</b>								
						<b>Rating</b>		
						Good	Fair	Poor
<b>Road Reserve</b>								
Encroachment						√		
Vegetation Control								√
<b>Drainage</b>								
State of Culverts							√	
State of Structures							√	
State of Side Drainage (Clean/Half Blocked/Blocked)							√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√	
<b>Carriage way and Shoulder</b>								
Average Width (m)			7			√		
Condition						√		
<b>Overall Quality of Works</b>						√		
Remarks:								
Grading works of the entire road were completed, however Cycle 1 works were temporarily halted due to insecurity caused by the land conflict along the road. The Contractor has been instructed to resume works								
Quality of the grading works was satisfactory								
Works are being undertaken by M/S Olet Elyak Ltd								

Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)								
Road Name:		Road No.:		Road Length: (km) 69				
Moyo-Yumbe		Annual Budget (Ushs) 799,000,000 (Cycle 3 and 4)						
Monitored by: Eng. Paul Ssesanga					Date: 25 July 2015			
<b>Historical Data</b>								
Dates of Intervention								
	Commencement:	12-Jul-13						
	Completion:	11-Jul-16						
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)				
	Contract			Mechanised				
Scope of Works								
	Term Maintenance Contract:							
	Grading, Gravelling, Drainage works							
Importance of the Infrastructure								
	- National Road							
Traffic Pattern: (Heavy, Medium, Light) Heavy		Road Type : Paved/ Unpaved		Unpaved				
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling				
<b>Field Findings</b>								
						<b>Rating</b>		
						Good	Fair	
						Poor		
<b>Road Reserve</b>								
Encroachment				√				
Vegetation Control						√		
<b>Drainage</b>								
State of Culverts				√				
State of Structures						√		
State of Side Drainage (Clean/Half Blocked/Blocked)						√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)						√		
<b>Carriage way and Shoulder</b>								
Average Width (m)		8		√				
Condition				√				
Overall Quality of Works				√				
Remarks:								
Road in good condition								
Contractor found on-site executing gravelling, grading works and openning off shoots								
Works are being undertaken by M/S Nippon parts Ltd								

<b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)								
Road Name:		Road No.:			Road Length: (km) 45			
Kerila-Midigo-Kerwa-Kenda		Annual Budget (Ushs)			59,060,000			
Monitored by: Eng. Paul Ssesanga						Date: 25 July 2015		
<b>Historical Data</b>								
Dates of Intervention		Q2:						
Commencement:		01-Jun-14						
Completion:		31-Dec-14						
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)				
Force Account				Mechanised				
Scope of Works								
Grading		25km						
Gravelling		1920m3						
Excavation of drains		900m						
Importance of the Infrastructure								
- National Road								
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved				
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling				
<b>Field Findings</b>								
						<b>Rating</b>		
						Good	Fair	Poor
<b>Road Reserve</b>								
Encroachment						√		
Vegetation Control						√		
<b>Drainage</b>								
State of Culverts						√		
State of Structures				√				
State of Side Drainage (Clean/Half Blocked/Blocked)						√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)						√		
<b>Carriage way and Shoulder</b>								
Average Width (m)		7		√				
Condition						√		
Overall Quality of Works						√		
Remarks:								
- Road well graded and gravelled								
- Opening of more offshoots required								



<b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)								
Road Name:		Road No.:		Road Length: (km) 23				
Lima Midigo		Annual Budget (Ushs)		39,686,880				
Monitored by: Eng. Paul Ssesanga						Date: 25 July 2015		
<b>Historical Data</b>								
Dates of Intervention		Q3						
Commencement:		15-Mar-15						
Completion:		15-Jun-15						
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based )				
Force Account				Mechanised				
Scope of Works								
Grading		23km						
Gravelling		2000m3						
Importance of the Infrastructure								
- National Road								
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved				
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling				
<b>Field Findings</b>								
						<b>Rating</b>		
						<b>Good</b>	<b>Fair</b>	
						<b>Poor</b>		
<b>Road Reserve</b>								
Encroachment						√		
Vegetation Control						√		
<b>Drainage</b>								
State of Culverts						√		
State of Structures				√				
State of Side Drainage (Clean/Half Blocked/Blocked)						√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)						√		
<b>Carriage way and Shoulder</b>								
Average Width (m)		7		√				
Condition						√		
Overall Quality of Works						√		
Remarks:								
- Gravelling done but without roller								

<b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)									
Road Name:				Road No.:			Road Length: (km) 12		
Sper - Kei				Annual Budget (Ushs)			36,625,000		
Monitored by: Eng. Paul Ssesanga							Date: 25 July 2015		
<b>Historical Data</b>									
Dates of Intervention				Q3					
Commencement:				15-Mar-15					
Completion:				15-Jun-15					
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)					
Force Account				Mechanised					
Scope of Works									
Grading				12km					
Gravelling				2000m3					
Importance of the Infrastructure									
- National Road									
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous			Rolling		
<b>Field Findings</b>									
							<b>Rating</b>		
							<b>Good</b>	<b>Fair</b>	<b>Poor</b>
<b>Road Reserve</b>									
Encroachment								√	
Vegetation Control								√	
<b>Drainage</b>									
State of Culverts								√	
State of Structures							√		
State of Side Drainage (Clean/Half Blocked/Blocked)								√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)								√	
<b>Carriage way and Shoulder</b>									
Average Width (m)							√		
Condition								√	
<b>Overall Quality of Works</b>								√	
Remarks:									
- Gravelling done but without roller									

<b>Maintenance of Roads Monitoring</b> <i>(To be filled in by Person Carrying out Field Assessment)</i>									
Road Name:			Road No.:			Road Length: (km) 46			
Obongi-Kulikulinga			Annual Budget (Ushs)			87,930,000			
Monitored by: Eng. Paul Ssesanga						Date: 25 July 2015			
<b>Historical Data</b>									
Dates of Intervention			Q1						
Commencement:			01-Jul-14						
Completion:			01-Sep-14						
Intervention by (Force Account/ Contract)				Technology: <i>(Mechanised / Labour Based)</i>					
Force Account				Mechanised					
<b>Scope of Works</b>									
Grading			30km						
Gravelling			5940m3						
Culvert installation			28m						
<b>Importance of the Infrastructure</b>									
- National Road									
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous			Rolling		
<b>Field Findings</b>									
						<b>Rating</b>			
						Good	Fair	Poor	
<b>Road Reserve</b>									
Encroachment							√		
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts							√		
State of Structures							√		
State of Side Drainage <i>(Clean/Half Blocked/Blocked)</i>							√		
State of Mitre drains, Channels and Catchwater drains <i>((Clean/Half Blocked/Blocked)</i>							√		
<b>Carriage way and Shoulder</b>									
Average Width (m)				6			√		
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
- Currently road undergoing contracted periodic maintenance.									

Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 35			
Adjumani-Sinyanya		Annual Budget (Ushs)		146,525,000			
Monitored by: Eng. Paul Ssesanga				Date: 25 July 2015			
Historical Data							
Dates of Intervention		Q2			Q4		
Commencement:		01-Sep-14		Mar-15			
Completion:		01-Dec-14		Jul-15			
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)			
Force Account				Mechanised			
Scope of Works		Q2		Q4			
Grading		35km		35km			
Gravelling		5940m <sup>3</sup>		3240m <sup>3</sup>			
Culvert installation		28m		50m			
Importance of the Infrastructure							
- National Road							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
Field Findings							
					Rating		
					Good	Fair	Poor
Road Reserve							
Encroachment					√		
Vegetation Control							√
Drainage							
State of Culverts							√
State of Structures						√	
State of Side Drainage (Clean/Half Blocked/Blocked)						√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√
Carriage way and Shoulder							
Average Width (m)					√		
Condition						√	
Overall Quality of Works						√	
Remarks:							
In quarter 4, Grading of 20km was achieved, progress continues, Gravelling of 3240m <sup>3</sup> is being completed							

<b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)									
Road Name:			Road No.:			Road Length: (km) 35			
Dzaipi-Tete-Nimule-Bibia			Annual Budget (Ushs)			51,635,000			
Monitored by: Eng. Paul Ssesanga						Date: 25 July 2015			
<b>Historical Data</b>									
Dates of Intervention			Q3						
Commencement:			15-Jan-15						
Completion:			15-May-15						
Intervention by (Force Account/ Contract)						Technology: (Mechanised / Labour Based)			
Force Account						Mechanised			
Scope of Works									
Grading			17km						
Gravelling			3000m3						
Culvert installation			28m						
Importance of the Infrastructure									
- National Road									
Traffic Pattern: (Heavy, Medium, Light) Medium			Road Type : Paved/ Unpaved			Unpaved			
Season at Inspection: Wet			Terrain: Flat / Rolling / Mountainous			Rolling			
<b>Field Findings</b>									
						<b>Rating</b>			
						<b>Good</b>	<b>Fair</b>	<b>Poor</b>	
<b>Road Reserve</b>									
Encroachment						√			
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts							√		
State of Structures							√		
State of Side Drainage (Clean/Half Blocked/Blocked)							√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)							√		
<b>Carriage way and Shoulder</b>									
Average Width (m)						√			
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
- More raising of the black cotton spots required									

## ARUA DLG

Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 20			
Odupi – Invepi – Lugbari		Annual Budget (Ushs) 151,879,000					
Monitored by: Eng. Paul Ssesanga				Date: 3 August 2015			
Historical Data							
Dates of Intervention							
Commencement: March 2015							
Completion: On going							
Intervention by (Force Account/ Contract)		Technology: (Mechanised / Labour Based)					
Force Account		Mechanised					
Scope of Works							
- Bush clearing							
- Grading							
- Spot gravelling							
- Drainage works including culvert installations, opening offshoots							
Importance of the Infrastructure							
Linkage of communities and service centres							
Traffic Pattern: (Heavy, Medium, Light) Medium		Road Type : Paved/ Unpaved		Unpaved			
Season at Inspection: Wet		Terrain: Flat / Rolling / Mountainous		Rolling			
Field Findings							
				Rating			
				Good	Fair	Poor	
Road Reserve							
Encroachment							✓
Vegetation Control					✓		
Drainage							
State of Culverts							✓
State of Structures							✓
State of Side Drainage (Clean/Half Blocked/Blocked)					✓		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)					✓		
Carriage way and Shoulder							
Average Width (m)		7			✓		
Condition						✓	
Overall Quality of Works							
						✓	
Remarks:							
- Works are on going with grading and culverts installed. Gravelling is yet to be done.							
- Ramps need to be constructed over culverts for smooth passage of vehicles							
- A roller wasn't used for the grading operation, its advisable that compaction need to be done for works to be of good							
- More off shoots need to be excavated to avoid rain water running long distances in the side drain.							



Periodic Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)							
Road Name:		Road No.:		Road Length: (km) 4.8			
Yivu - Kubala		Annual Budget (Ushs) 31,802,000					
Monitored by: Eng. Paul Ssesanga						Date: 3 August 2015	
<b>Historical Data</b>							
Dates of Intervention							
Commencement: March 2015							
Completion: On going							
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)			
Force Account				Mechanised			
Scope of Works							
- Grading							
- Spot gravelling							
- Drainage works including culvert installations, opening offshoots							
Importance of the Infrastructure							
Linkage of communities and service centres							
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved		Unpaved	
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous		Rolling	
<b>Field Findings</b>							
						<b>Rating</b>	
						Good	Fair
							Poor
<b>Road Reserve</b>							
Encroachment							√
Vegetation Control						√	
<b>Drainage</b>							
State of Culverts						√	
State of Structures						√	
State of Side Drainage (Clean/Half Blocked/Blocked)						√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)						√	
<b>Carriage way and Shoulder</b>							
Average Width (m)						7	√
Condition						√	
<b>Overall Quality of Works</b>						√	
Remarks:							
- Works are on going with grading and culverts installed. Gravelling is yet to be done.							
- Lining of side drain for 0+000 - 0+500 required, the channel through the market should too be lined							
- River training should be done for all bridge crossings							
- Roller should be used especially during the gravelling works							

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)									
Road Name:		Road No.:			Road Length: (km) 6.7				
Nyio - Endru		Annual Budget (Ushs) 5,968,000							
Monitored by: Eng. Paul Ssesanga							Date: 3 August 2015		
<b>Historical Data</b>									
Dates of Intervention									
Commencement: April 2015									
Completion: April 2015									
Intervention by (Force Account/ Contract)					Technology: (Mechanised / Labour Based)				
Force Account					Mechanised				
Scope of Works									
- Grading									
- Drainage works including opening offshoots									
Importance of the Infrastructure									
Linkage of communities and service centres									
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous			Rolling		
<b>Field Findings</b>									
							Rating		
							Good	Fair	Poor
<b>Road Reserve</b>									
Encroachment									√
Vegetation Control								√	
<b>Drainage</b>									
State of Culverts							√		
State of Structures							√		
State of Side Drainage (Clean/Half Blocked/Blocked)								√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)								√	
<b>Carriage way and Shoulder</b>									
Average Width (m)				7			√		
Condition								√	
<b>Overall Quality of Works</b>								√	
Remarks:									
- Road well graded though compaction was either lacking or inadequate									
- Vegetation control should be emphasized									
- More off shoots should be excavated									

<b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)									
Road Name:				Road No.:			Road Length: (km) 8.5		
Ajono - Andelizo				Annual Budget (Ushs) 7,975,000					
Monitored by: Eng. Paul Ssesanga							Date: 3 August 2015		
<b>Historical Data</b>									
Dates of Intervention									
Commencement: April 2015									
Completion: April 2015									
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)					
Force Account				Mechanised					
Scope of Works									
- Grading									
- Drainage works including opening offshoots									
Importance of the Infrastructure									
Linkage of communities and service centres									
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous			Rolling		
<b>Field Findings</b>									
							<b>Rating</b>		
							<b>Good</b>	<b>Fair</b>	<b>Poor</b>
<b>Road Reserve</b>									
Encroachment									√
Vegetation Control								√	
<b>Drainage</b>									
State of Culverts							√		
State of Structures								√	
State of Side Drainage (Clean/Half Blocked/Blocked)								√	
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)								√	
<b>Carriage way and Shoulder</b>									
Average Width (m)				7			√		
Condition								√	
<b>Overall Quality of Works</b>								√	
Remarks:									
- Graded but compaction not done, currently road spoilt by heavy trucks carrying gravel for upgrading of municipal roads.									
- A timber bridge was broken by trucks, District has written to contractor									
- More offshoots should be excavated									

## AMURU DLG

Periodic <b>Maintenance of Roads Monitoring</b> (To be filled in by Person Carrying out Field Assessment)										
Road Name:				Road No.:			Road Length: (km) 16.3			
Otwee - Mutema - Okungedi				Annual Budget (Ushs) 108,307,381						
Monitored by: Eng. Paul Ssesanga							Date: 23 July 2015			
<b>Historical Data</b>										
Dates of Intervention										
Commencement: 20 June 2015										
Completion: 30 July 2015 (Expected)										
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)						
Force Account				Mechanised						
Scope of Works										
- Grading										
- Spot grading										
- Drainage improvement Including culvert installation and opening of off shoots										
Importance of the Infrastructure										
Linkage of communities										
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved			Unpaved			
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous			Rolling			
<b>Field Findings</b>										
							<b>Rating</b>			
							Good	Fair	Poor	
<b>Road Reserve</b>										
Encroachment							√			
Vegetation Control								√		
<b>Drainage</b>										
State of Culverts								√		
State of Structures									√	
State of Side Drainage (Clean/Half Blocked/Blocked)								√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)								√		
<b>Carriage way and Shoulder</b>										
Average Width (m)						7		√		
Condition								√		
<b>Overall Quality of Works</b>								√		
Remarks:										
- Found when works had just commenced										
- Only grader found working, that roller and water bowser were to be deployed too as reported by Ag. District Engineer.										

Routine Mechanised Maintenance of Roads Monitoring (To be filled in by Person Carrying out Field Assessment)									
Road Name:		Road No.:			Road Length: (km) 12.7				
Oberabic - Otici - Gotgweno		Annual Budget (Ushs) 19,050,000							
Monitored by: Eng. Paul Ssesanga						Date: 23 July 2015			
<b>Historical Data</b>									
Dates of Intervention									
Commencement: 7th June 2015									
Completion: 30th July 2015									
Intervention by (Force Account/ Contract)				Technology: (Mechanised / Labour Based)					
Force Account				Mechanised					
Scope of Works									
- Grading									
- Drainage improvement including opening of offshoots									
Importance of the Infrastructure									
Linkage of communities									
Traffic Pattern: (Heavy, Medium, Light) Medium				Road Type : Paved/ Unpaved			Unpaved		
Season at Inspection: Wet				Terrain: Flat / Rolling / Mountainous			Rolling		
<b>Field Findings</b>									
						<b>Rating</b>			
						Good	Fair	Poor	
<b>Road Reserve</b>									
Encroachment						√			
Vegetation Control							√		
<b>Drainage</b>									
State of Culverts							√		
State of Structures						√			
State of Side Drainage (Clean/Half Blocked/Blocked)							√		
State of Mitre drains, Channels and Catchwater drains ((Clean/Half Blocked/Blocked)								√	
<b>Carriage way and Shoulder</b>									
Average Width (m)				7		√			
Condition							√		
<b>Overall Quality of Works</b>							√		
Remarks:									
- Works not completed due to grader break down									
- Section so far worked on, needed compaction									
- Spot filling of deep potholes required									

## Appendix 5: M&E Design Matrix

Objective	Question	Evidence	Source of evidence	Method of collection	Tools of for data collection
<p>Degree to which the objectives of <b>the fund</b> are being met with reference to <b>KPIs</b> set out in the <b>performance agreements</b> and the <b>one year Road Maintenance Plan (OYRMP)</b></p> <p>Generate lessons learnt and best practices for continuous improvement.</p>	<p>What is the degree to which the objectives of the fund are being met with reference to KPIs set out in the performance agreements and the one year Road Maintenance Plan (OYRMP)?</p> <p>What are the lessons learnt to ensure improvement?</p>	<p>Activities and work results compared to targets in agreements and the <b>OYRMP</b></p> <p>Comments from URF; DAs and Road Users</p>	<p>Activity sites, work plans Progress reports, URF funds Disbursement schedule to Das; DA financial records, Bank statements,</p> <p>Officials from URF; DAs and Road Users</p>	<p>Document review and analysis, Field visits, physical sites inspection</p> <p>Interviews</p>	<p>Documents review schedule Observation checklist,</p>
Ensure Effective and timely monitoring of the implementation of performance agreements signed between URF and DAs	How will Effective and timely monitoring of the implementation of performance agreements signed between URF and DAs be ensured?	Timely reports Delivery of information that is used for timely decision making tracking and assessment of compliance	Agreements Work Schedules Activity sites Activity outputs/Progress reports	Document review Field visits Interviews	Documents review schedule Observation checklist,
Ensure timely production of M&E reports to inform decisions in the key operations of the Fund	How will timely production of M&E reports to inform decisions in the key operations of the Fund be ensured?	Timely submission of reports to URF Decisions in key operations of the Fund based on M&E reports	Mail Delivery books/emails URF feedback to Consultant	Review of mail delivery books/emails Client/Consultant briefing/debriefing meetings	Document review schedule Minutes of meetings Delivery books/email delivery notices
Ensure effective collection of data on condition of public roads and identification of various relevant parameters that directly affect delivery of road maintenance services	How will effective collection of data on condition of public roads and identification of various relevant parameters that directly affect delivery of road maintenance services be ensured?	Real time road conditions data collection Parameters that directly affect delivery of road maintenance services	Roads  Road maintenance performance records; Community leaders, Road users	Road site visits Interviews Performance records	Observation checklists Interview guides Document review
Ensure recurrent identification of key policy issues for attention of Board, and lessons for continuous improvement	How will recurrent identification of key policy issues for attention of Board be ensured? How will lessons for continuous	Policy issues paper Lessons learnt report	Minutes of Das Leaders of Das	Document review Interviews	Document review schedule Interview guides



Objective	Question	Evidence	Source of evidence	Method of collection	Tools of for data collection
	improvement be identified?				
Tracking the quarterly and cumulative utilization of funds disbursed to agencies against approved work plans;	What was the respective agency's quarterly requisition?	Requisition forms	Quarterly progress reports	Document review	
	For what purpose was it required?	Requisition forms	Quarterly progress reports	Interviews	Interview guide
	When was the release made?	Receipts; Payment vouchers	Bank statements; cashbooks, ledgers	Content analysis	
	How much was released?	Receipts; Payment vouchers	Bank statements; cashbooks, ledgers	Content analysis	
	What was it actually utilised for?	Contracts, Payments slips and vouchers, receipts from contractors	Vouchers, progress reports, cashbooks, ledgers, certificates	Content analysis	
	What is the basis of this unit rate		Discussion, interviews		Interview guide
Tracking the utilization of funds rolled over from most previous Financial Year (FY) against the corresponding approved work plans;	What were the funds rolled over from previous FY?	Records ; Receipts; Payment vouchers	Financial records for balances at end of previous year ; Contracts paid; review of payments	Document review Interviews	Interviews
	Have they been rolled over to current FY?				
	Have they been utilised against approved work plans?				
Identification of potential risks, implementation challenges and limitations at the agency and programme levels and proposing possible mitigation strategies	What threats exist with Road Funds and funded agencies?	Weather conditions, road user behaviours, capacity of contractors	Reports, Stakeholders	Document review, interviews	
	What are strengths of RF and their agencies?	Capacity, systems in place			
	What are the weaknesses of RF and their agencies?	Wastage, abuses			
Collect data on level of private sector involvement in road maintenance activities among DAs	What is the level of involvement of the private sector in road maintenance activities among DAs?	The various stakeholders e.g. contractors, suppliers of materials, road users etc.	Works done by the private sector in road maintenance	Document review Field visits Interviews	Checklists

Objective	Question	Evidence	Source of evidence	Method of collection	Tools of for data collection
Tracking of actions taken by DAs on previous audit, M&E and Board recommendations;	Have the DAs implemented the recommendations made from the previous audit, M&E and board reports	Budgets, Progress reports Minutes of boards etc.	Audit, M&E and Board reports Budgets, Progress reports, Discussion, interviews	Doc Review, interview Observations physical site inspections	Reports
Establish the level of functionality of District Roads Committees (DRCs), identify weaknesses and propose corrective action/ necessary improvements;	What is the level of functionality of District Roads Committees (DRCs),  What are the weaknesses noted and recommended corrective action for improvements	Meetings held Field work done	Minutes; Interviews of DRC members	Document review Field visits Interviews	Checklists
Assess the efficiency and effectiveness; and propose areas of improvement of the <b>force account implementation</b> strategy in road maintenance specifically with regard to: equipment condition, quality of staff driving the equipment, maintenance services for equipment, recruitment of gangs, daily productivity under force account, procurement of input materials and quality assurance.	How effective and efficient is force account implementation strategy in road maintenance specifically with regard to: equipment condition, staff quality, gangs, productivity and material procurement?	Rate of fund utilisation  Level of maintenance of equipment  Field work done	Reports; Financial records; Interviews	Document review Field visits Interviews	Checklists
Develop a performance rating criteria for DAs due to need to translate M&E findings into a performance rating for a given DA.	How is the performance rating of the DA in relation to URF assessment criteria?	Scores against criteria	Works done, records	Scoring	URF assessment criteria

## Appendix 6: Financial Information

**Table 1: Missing procurement files at Moyo UNRA station**

Date	PV No	Description	Amount (UGX)
17/09/14	KB409024	IAT3/9/14 Gravel Pakele- Pabbo	39,198,000
17/09/14	KB409028	IAT4/9/14 Gravel Pakele- Pabbo	39,480,000
17/09/14	KB409029	IAT5/9/14 Gravel Obongi- Kulikulinga	41,454,000
17/09/14	KB409030	RTGS10/9/14 Gravel Adj- Shinyanya	40,796,000
10/10/14	KB410014	IAT2/10/14 Bridge Repairs Jure Gangu	40,420,000
10/10/14	KB410015	RTGS3/10/14 River Training	28,200,000
10/10/14	KB410016	RTGS4/10/14 Gabions Adidid Edriani	38,540,000
10/10/14	KB410018	CQ006398 Ferry Computers	11,258,380
17/10/14	KB410021	CQ006401 Boat Maint Obongi Laropi	15,857,800
17/10/14	KB410022	CQ006403 Elect Install Laropi	6,953,180
17/10/14	KB410023	RTGS5/10/14 Bridge Repairs	23,500,000
05/12/14	KB412008	IAT5/12/14 Aggregate Materials Pakel	30,738,000
05/12/14	KB412009	RTGS2/12/14 Gravel Kerila- Midigo- K	35,532,000
11/12/14	KB412018	RTGS3/12/14 Materials and labour Api	25,756,000
12/12/14	KB412019	RTGS4/12/14 Labour Adj- Shinya	20,304,000
12/12/14	KB412024	RTGS9/12/14 Gravel Moyo- Obongi Rd	22,898,400
12/12/14	KB412025	RTGS10/12/14 Materials Obongi Ferry	27,636,000
12/12/14	KB412026	IAT9/12/14 Labour Otumbari- Lodonga	6,110,000
12/12/14	KB412027	IAT10/12/14 River Training Pakele- P	36,660,000
12/12/14	KB412028	IAT11/12/14 Gravel Pakele- Pabbo Rd.	23,688,000
12/12/14	KB412029	IAT13/12/14 Materials Otumbari- Lodo	36,603,600
12/12/14	KB412030	RTGS14/12/14 Gravel Pakele- Pabbo Rd	25,662,000
12/12/14	KB412031	IAT15/12/14 Labour Moyo- Obongi mitr	18,800,000
12/12/14	KB412034	IAT18/12/14 Gravel materials Adj- Sh	32,430,000
12/12/14	KB412036	IAT12/12/14 Gravel Moyo Obongi Rd	19,740,000
16/12/14	KB412038	RTGS12/12/14 Life Jackets Fire Equip	20,680,000
16/12/14	KB412039	IAT20/12/14 Stationary Tea cleaning	12,878,000
22/12/14	KB412050	IAT27/12/14 River Training Lacimon-	20,680,000
22/12/14	KB412052	RTGS13/12/14 Repair Esia Bridge	41,924,000
09/01/15	KB501013	RTGS2/01/15 River Training Golobi- A	22,560,000
27/03/15	KB503027	5/3/15 Obongi Ferry Maint Materials	29,140,000
27/03/15	KB503031	IAT10/3/15 Fery Landing Fencing.	17,390,000
27/03/15	KB503032	IAT11/3/15 Solar Power installation	31,114,000
27/03/15	KB503033	IAT12/3/15 Stationary Staff Welfare	12,890,220
25/06/15	KB506070	Maintenance materials Obong Ferry	31,322,034
<b>Total</b>			<b>928,793,614</b>

**Table 2: Inadequately supported with documents at Moyo UNRA Station**

Date	PV No	Description	Amount (UGX)	Missing Documentation
24/07/14	KB407006	CQ006369 Tipper Hire Dzaipi- Nimule	26,226,000	no time sheets attached
24/07/14	KB407007	RTGS1/7/14 Hire Wheel Loader Dzaipi-	28,754,600	no time sheets attached
24/07/14	KB407008	RTGS2/7/14 Hard-core Roller Hire Dzai	32,430,000	no time sheets attached
24/07/14	KB407009	RTGS3/7/14 Hire wheel Loader and Water	34,310,000	no time sheets attached
24/07/14	KB407010	RTGS4/7/14 Tipper Hire Dzaipi- Tete-	26,226,000	no time sheets attached
24/07/14	KB407012	RTGS6/7/14 Digger Hire Dzaipi- Bibia	16,920,000	no time sheets
14/08/14	KB408003	IAT1/8/14 Fuel July F/Acct	49,000,000	No consumption sheet
14/08/14	KB408004	IAT2/8/14 Fuel July Obongi Ferry	22,670,700	No consumption sheet
14/08/14	KB408005	IAT3/8/14 Fuel July Laropi Ferry	22,670,700	No consumption sheet
11/09/14	KB409008	CQ006380 Rd Reserve Sensitisation	8,046,000	no minutes attached
12/09/14	KB409016	CQ006385 Lowbed Repairs	800,000	No time sheets
02/10/14	KB410004	IAT1/10/14 Fuel Force Acct Aug 2014	49,000,000	no consumption sheets
02/10/14	KB410005	IAT2/10/14 Fuel Laropi Ferry Aug 2014	31,200,000	no consumption sheets
02/10/14	KB410006	IAT3/10/14 Fuel Obongi Ferry Aug 2014	30,468,750	No consumption sheets
08/10/14	KB410007	CQ006393 Lunch staff Meeting	810,000	No minutes attached
10/10/14	KB410011	CQ006395 Repairs UG1234W	7,463,600	No post assessment forms
10/10/14	KB410020	CQ006400 Repair UG1406W	2,820,000	No post assessment report
17/10/14	KB410026	IAT6/10/14 Fuel F/acct Oct 2014	11,025,000	No consumption sheets
04/12/14	KB412001	IAT1/12/14 Fuel Force Acct Nov 2014	35,000,000	No consumption sheets
04/12/14	KB412002	IAT2/12/14 Fuel Obongi Ferry Oct 201	21,000,000	No consumption sheets
04/12/14	KB412004	IAT4/12/14 Fuel Laropi Ferry Oct 201	21,000,000	No consumption sheets
11/12/14	KB412015	IAT6/12/14 Fuel laropi Ferry Nov 201	28,000,000	No consumption sheets
11/12/14	KB412016	IAT7/12/14 Fuel Obongi Ferry Nov2014	27,345,500	No consumption sheets
12/12/14	KB412037	RTGS11/12/14 Rescue Boat Repairs	5,640,000	No pre and post assessment sheet
16/12/14	KB412042	IATLBC Sensitisation W/shop Material	6,084,000	No minutes attached
17/12/14	KB412044	IAT24/12/14 Ferry Service Materials	21,150,000	no pre and post assessment reports
17/12/14	KB412046	IAT26/12/14 Repair M/V UG1151W	4,042,000	no post assessments sheet
08/01/15	KB501005	RTGS1/01/15 Repairs UG1406W	4,700,000	no post assessments forms

08/01/15	KB501006	IAT1/01/15 Fuel landing - Dec 2014	5,596,500	no consumption sheets attached
08/01/15	KB501007	IAT2/01/15 Fuel Laropi Ferry.	24,500,000	no consumption sheets attached
08/01/15	KB501008	IAT3/01/15 Fuel Obongi Ferry Dec 201	24,500,000	no consumption sheets attached
16/01/15	KB501017	CQ006441 LBC Workshops Meals.	3,214,800	no report attached
20/03/15	KB503005	IAT1/3/15 Fuel Ferries Jan 2015	26,250,000	no consumption sheets
19/06/15	KB506068	9000Lts of Diesel for Ferries & ferry	31,500,000	no consumption sheet
25/06/15	KB506069	Maintenance materials Laropi Ferry	29,290,848	no pre and post assessment forms
25/06/15	KB506075	Advance allowances Bibia Nimule Rd	990,000	no report
25/06/15	KB506075	advance contract supervision allowance	2,000,000	no report
25/06/15	KB506075	Advance allowances Bibia Nimule rd	560,000	no report
25/06/15	KB506075	Advance Bibia Nimule Rd	450,000	no report
25/06/15	KB506075	Advance re Lbc supervision	1,240,000	no report
<b>Total</b>			<b>724,894,998</b>	

**Table 3: Inadequately supported payments at Arua MC**

Date	PV No	Description	Amount (UGX)	Missing Documentation
19/12/2014	17/12/14	Vehicle repairs	1,215,200	No post assessment reports
18/5/2015	30/5/14	Labour Cost for installation and maintenance of street lights	9,559,000	No accountability attached
18/5/2015	22/5/15	Tree Planting Awindiri Crescent	1,000,000	No accountability attached
18/5/2015	21/5/15	Tree Planting Enyau Crescent	1,000,000	No accountability attached
18/5/2015	16/5/15	Maintenance for activities on Awindiri crescent	4,380,000	No accountability attached
18/5/2015	15/5/15	Maintenance for activities Mason road	3,462,000	No accountability attached
16/4/15	21/4/15	Periodic Maintenance of Mududu road	6,296,000	No accountability attached
16/4/15	22/4/15	Periodic Maintenance of School Road	6,753,000	No accountability attached
<b>Total</b>			<b>33,665,200</b>	

**Table 4: Missing payment vouchers relating to Amuru TC and Lamogi Sub County**

Date	PV No	Agency	Description	Amount (UGX)
1/3/2015	PV 1/3/15	Amuru TC	Repairs of tipper lorry	2,830,000
13/10/2014	pv 13/10/14	Amuru TC	Fuel	9,250,000
2/9/2014	Pv 2/9/14	Amuru TC	Repairs of Double Cabin	6,906,000
2/2/2015	34	Lamogi Sub County	payment of fuel	5,000,000
18/3/2015	44	Lamogi Sub County	Installation of two sign posts	868,580
<b>Total</b>				<b>24,854,580</b>

**Table 5**

Date	Pv No	Description	Amount (UGX)	Missing Documentation
23/06/15	53/6/15	Supply of Fuel	3,480,000	No Fuel Issue Orders
19/6/15	49/6/15	Supply of Grader spares	1,085,700	No Pre and Post Assessment Report
29/5/15	29/5/15	Publishing the Special Magazine for URF	3,740,000	Photocopied Receipt
29/5/15	28/5/15	Fuel for inspection	1,836,000	No Fuel Issue Orders
27/05/15	27/05/15	Fuel for inspection	1,836,000	No reports
26/05/15	26/05/15	Fuel for inspection	2,960,000	No reports
15/5/15	12/5/2015	Payment for Road works for month of April	10,033,459	No accountability attached
15/5/15	11/5/2015	Road works Routine Manual maintenance	10,140,279	No accountability attached
21/5/15	9/5/2015	Road works Routine Manual maintenance	19,185,750	No accountability attached
<b>Total</b>			<b>54,297,188</b>	

**Table 6**

Date	PV No	Description	Agency	Amount(UGX)	Missing Documentation
12/12/2014	21/12	Payment of car battery	Moyo DLG	2,547,000	No pre and post assessment report
27/11/2014	17/11	Repair of Motorcycle	Moyo DLG	847,000	No post assessment report
27/11/2014	16/11	Repair of Motorcycle	Moyo DLG	753,000	No post assessment report
22/4/15	1/4	Facilitation of Road Overseer	Metu Sub county	500,000	No accountability attached, No report
12/2/2015	1/2	Monitoring CARs	Metu Sub county	600,000	UGX 243,000 has been accounted for, No report attached
<b>Total</b>				<b>5,247,000</b>	

**Table 7**

Date	PV No /Cheq No	Description	Agency	Amount	Missing Documentation
15/7/14	Cheq 238	Facilitation for road equipment hire	Amuru DLG	1,440,000.00	No time sheets attached
28/08/14	Cheq 250	Facilitation for road gangs	Amuru DLG	5,435,000.00	Only UGX 3,505,000 accounted for
25/08/14	Cheq 251	Payment of fuel	Amuru DLG	700,000.00	No consumption sheets attached
29/09/14	Cheq 296	Payment of fuel	Amuru DLG	3,000,000.00	No consumption sheets attached
10/12/2014	Cheq 356	Payment of fuel	Amuru DLG	3,000,000.00	No issue orders
18/12/2014	Cheq 360	Annual district Road condition survey	Amuru DLG	1,740,000.00	No report attached
18/12/2014	Cheq 361	Purchase of spare parts	Amuru DLG	2,654,000.00	No post assessment report
5/6/2015	Cheq 501	Payment of fuel	Amuru DLG	37,377,600.00	No consumption sheets attached
5/6/2015	Cheq 497	Payment of fuel	Amuru DLG	11,460,800.00	No consumption sheets attached
2/9/2014	Pv 2/9/14	Repair of TC double cabin	Amuru TC	6,906,000.00	No pre and post assessment report
5/9/2014	Pv 5/9/14	Monitoring of urban road maintenance	Amuru TC	2,240,000.00	No report attached
6/11/2014	Pv 6/11/14	Repairs of Service van	Amuru TC	1,680,000.00	No pre and post assessment report
<b>Total</b>				<b>77,633,400.00</b>	





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