



ROAD MAINTENANCE MONITORING REPORT

QUARTER 1 FY 2022/23 (July – September 2022)



DECEMBER 2022



ROAD MAINTENANCE MONITORING REPORT
QUARTER 1 FY 2022/23 (July – September 2022)



Executive Director
Uganda Road Fund
Road Fund HQ, PPDA-URF Towers
Plot 39, Nakasero Road
P.O.Box 7501, Kampala

DECEMBER 2022



ROAD MAINTENANCE MONITORING REPORT
QUARTER 1 FY 2022/23 (July – September 2022)

#	Inspection Team	Agencies Visited		
		UNRA Station	DLG	MC / City
1.	Eng. Jessie J. Namara	Mpigi UNRA	Mukono DLG	Sheema MC
			Sheema DLG	
2.	Eng. Wilbrod M. Owori	Kabale UNRA	Rukungiri DLG	Rukungiri MC
			Rubanda DLG	
3.	Eng. Justine O. Ongom	Arua UNRA	Terego DLG	
			Dokolo DLG	
			Lira DLG	
	Summary	3 UNRA Stations	7 DLGs	2 Urban Councils

3.0 DISTRICT, URBAN AND COMMUNITY ACCESS ROADS (DUCAR) MAINTENANCE PROGRAMMES	49
3.1 DUCAR - BACKGROUND	49
3.2 MUKONO DISTRICT LOCAL GOVERNMENT	50
3.2.1 Background.....	50
3.2.2 Mukono district roads.....	50
3.2.3 Financial Performance	50
3.2.4 Physical Performance.....	52
3.2.5 Mainstreaming of Environmental and Social Safeguards	53
3.2.6 Key Issues Mukono DLG.....	53
3.2.7 Performance Rating of Road Maintenance Programme in Mukono District	55
3.3 SHEEMA DISTRICT LOCAL GOVERNMENT	57
3.3.1 Background.....	57
3.3.2 Sheema district roads.....	57
3.3.3 Financial Performance	57
3.3.4 Physical Performance.....	59
3.3.5 Mainstreaming of Environmental and Social Safeguards	60
3.3.6 Key Issues Sheema DLG.....	60
3.3.7 Performance Rating of Road Maintenance Programme in Sheema District	62
3.4 SHEEMA MUNICIPAL COUNCIL	64
3.4.1 Background.....	64
3.4.2 Sheema Municipal Roads.....	64
3.4.3 Financial Performance	64
3.4.4 Physical Performance.....	65
3.4.5 Mainstreaming of Environmental and Social Safeguards	66
3.4.6 Key Issues Sheema MC.....	66
3.4.7 Performance Rating of Road Maintenance Programme in Sheema Municipality.....	68
3.5 TEREKO DISTRICT LOCAL GOVERNMENT	70
3.5.1 Background.....	70
3.5.2 Terego District Roads.....	70
3.5.3 Financial Performance	70
3.5.4 Physical Performance.....	72
3.5.4 Mainstreaming of Environmental and Social Safeguards	73
3.5.5 Key Issues Terego DLG.....	73
3.5.6 Performance Rating of Road Maintenance Programme in Terego DLG.....	74

Table of Contents

TABLE OF CONTENTS	3
LIST OF TABLES	7
LIST OF ACRONYMS AND ABBREVIATIONS	11
FOREWORD	13
EXECUTIVE SUMMARY	14
1.0 INTRODUCTION	26
1.1 BACKGROUND	26
1.2 SCOPE	26
1.3 METHODOLOGY	27
1.4 LIMITATIONS	27
1.5 STRUCTURE OF THE REPORT	27
2.0 NATIONAL ROADS MAINTENANCE PROGRAMME	29
2.1 PROGRAMME BACKGROUND	29
2.2 UNRA – MPIGI STATION	29
2.2.1 Background	29
2.2.2 Financial Performance	29
2.2.3 Physical Performance	31
2.2.4 Mainstreaming of Environmental and Social Safeguards	32
2.2.5 Key Issues UNRA Station - Mpigi	32
2.2.6 Performance Rating of Road Maintenance Programme in Mpigi UNRA Station	33
2.3 UNRA – ARUA STATION	34
2.3.1 Background	34
2.3.2 Financial Performance	35
2.3.3 Physical Performance	37
2.3.4 Mainstreaming of Environmental and Social Safeguards	39
2.3.5 Key Issues UNRA Station - Arua	39
2.4 UNRA – KABALE STATION	40
2.4.1 Background	40
2.4.2 Financial Performance	41
2.4.3 Physical Performance	42
2.4.4 Mainstreaming of Environmental and Social Safeguards	45
2.4.5 Key Issues UNRA Station - Kabale	45
2.4.6 Performance Rating of Road Maintenance Programme in Kabale UNRA Station	46

3.6	DOKOLO DISTRICT LOCAL GOVERNMENT	74
3.6.1	Background.....	74
3.6.2	Dokolo district roads.....	75
3.6.3	Financial Performance	75
3.6.4	Physical Performance.....	77
3.6.5	Mainstreaming of Environmental and Social Safeguards	78
3.6.6	Key Issues Dokolo DLG.....	78
3.6.7	Performance Rating of Road Maintenance Programme in Dokolo District.....	79
3.7	LIRA DISTRICT LOCAL GOVERNMENT	81
3.7.1	Background.....	81
3.7.2	Lira district roads.....	81
3.7.3	Financial Performance	81
3.7.4	Physical Performance.....	83
3.7.5	Mainstreaming of Environmental and Social Safeguards	84
3.7.6	Key Issues Lira DLG	84
3.7.7	Performance Rating of Road Maintenance Programme in Lira District	84
3.8	RUKUNGIRI MUNICIPAL COUNCIL	86
3.8.1	Background.....	86
3.8.2	Rukungiri Municipal Roads	86
3.8.3	Financial Performance	86
3.8.4	Physical Performance.....	87
3.8.5	Mainstreaming of Environmental and Social Safeguards	90
3.8.6	Key Issues Rukungiri MC.....	90
3.8.7	Performance Rating of Road Maintenance Programme in Rukungiri Municipality.....	92
3.9	RUKUNGIRI DISTRICT LOCAL GOVERNMENT	93
3.9.1	Background.....	93
3.9.2	Rukungiri district roads	94
3.9.3	Financial Performance	94
3.9.4	Physical Performance.....	96
3.9.5	Mainstreaming of Environmental and Social Safeguards	97
3.9.6	Key Issues Rukungiri DLG	97
3.9.7	Performance Rating of Road Maintenance Programme in Rukungiri District	98
3.10	RUBANDA DISTRICT LOCAL GOVERNMENT	99
3.10.1	Background.....	99
3.10.2	Rubanda district roads.....	100

3.10.3	<i>Financial Performance</i>	100
3.10.4	<i>Physical Performance</i>	102
3.10.5	<i>Mainstreaming of Environmental and Social Safeguards</i>	104
3.10.6	<i>Key Issues Rubanda DLG</i>	104
3.10.7	<i>Performance Rating of Road Maintenance Programme in Rubanda District</i>	105
4.0	KEY ISSUES, RISKS, AND RECOMMENDED ACTIONS	108
4.1	NATIONAL ROADS.....	108
4.2	DUCAR NETWORK.....	109

List of Tables

Table 1.1: Programmes Monitored, Q1 FY 2022/23	27
Table 2.1: Downstream Remittances to UNRA station in Mpigi, Q1 FY 2022/23	30
Table 2.2: Summary of Financial Performance at Mpigi UNRA Station, Q1 FY 2022/23	30
Table 2.3: Absorption of Available Funds by Expenditure Category at Mpigi UNRA Station, Q1 FY 2022/23 ..	31
Table 2.4: Key Issues - UNRA Mpigi	33
Table 2. 5: Performance Rating of Mpigi UNRA Station, Q1 FY 2022/23	34
Table 2.6: Downstream Remittances to UNRA station in Arua, Q1 FY 2022/23	35
Table 2.7: Summary of Financial Performance at Arua UNRA Station, Q1 FY 2022/23	35
Table 2.8: Absorption of Available Funds by Expenditure Category at Arua UNRA Station, Q1-FY 2022/23 ..	36
Table 2.9: Key Issues - UNRA Arua	39
Table 2.10: Performance Rating of Arua UNRA Station against KPIs, Q1 FY 2022/23	40
Table 2.11: Downstream Remittances to UNRA station in Kabale, Q1 FY 2022/23	41
Table 2.12: Summary of Financial Performance at Kabale UNRA Station, Q1 FY 2022/23	41
Table 2.13: Absorption of Available Funds by Expenditure Category at Kabale UNRA Station, Q1 FY 2022/23	42
Table 2.14: Key Issues - UNRA Kabale	45
Table 2. 15: Performance Rating of Kabale UNRA Station, Q1 FY 2022/23	47
Table 3.1: Mukono DLG Roads Maintenance Programme – Annual Work plan FY 2022/23	50
Table 3.2: Downstream Remittances to Mukono District Roads Maintenance, Q1 FY 2022/23	51
Table 3.3: Summary of Financial Performance of Mukono district roads, Q1 FY 2022/23	51
Table 3.4: Absorption of Available Funds by Expenditure Category on Mukono district	52
Roads, Q1 FY 2022/23	52
Table 3.5: Key Issues - Mukono DLG	54
Table 3.6: Performance Rating of Mukono District, Q1 FY 2022/23	56
Table 3.7: Sheema DLG Roads Maintenance Programme – Annual Work plan FY 2022/23	57
Table 3.8: Downstream Remittances to Sheema District Roads Maintenance, Q1 FY 2022/23	58
Table 3.9: Summary of Financial Performance of Sheema district roads, Q1 FY 2022/23	58
Table 3.10: Absorption of Available Funds by Expenditure Category on Sheema district	58
Roads, Q1 FY 2022/23	58
Table 3.11: Key Issues - Sheema DLG	61
Table 3.12: Performance Rating of Sheema District, Q1 FY 2022/23	63
Table 3.13: Sheema MC Roads Maintenance Programme – Annual Work plan FY 2022/23	64
Table 3. 14: Downstream Remittances to Sheema MC, Q1 FY 2022/23	64

Table 3.15: Absorption of Available Funds by Expenditure Category in Sheema MC, Q1 FY 2022/23	65
Table 3.16: Key Issues - Sheema MC	67
Table 3.17: Performance Rating of Sheema Municipality, Q1 FY 2022/23	69
Table 3.18: Terego District Roads Maintenance Programme – Annual Work plan FY 2022/23	70
Table 3.19: Downstream Remittances to Terego District, Q1 FY 2022/23	70
Table 3.20: Summary of Financial Performance at Terego District, Q1 FY 2022/23	71
Table 3.21: Absorption of Available Funds by Expenditure Category of Terego District, Q1 FY 2022/23	71
Table 3.22: Key Issues - Terego DLG	73
Table 3.23: Performance Rating of Terego DLG against KPIs, Q1 FY 2022/23	74
Table 3.24: Dokolo DLG Roads Maintenance Programme – Annual Work plan FY 2022/23	75
Table 3.25: Downstream Remittances to Dokolo District Roads Maintenance, Q1 FY 2022/23	75
Table 3.26: Summary of Financial Performance of Dokolo district roads, Q1 FY 2022/23	76
Table 3.27: Absorption of Available Funds by Expenditure Category of Dokolo district roads, Q1 FY 2022/23	76
Table 3.28: Key Issues – Dokolo DLG	79
Table 3.29: Performance Rating of Dokolo DLG against KPIs, Q1 FY 2022/23	80
Table 3.30: Lira DLG Roads Maintenance Programme – Annual Work plan FY 2022/23	81
Table 3.31: Downstream Remittances to Lira District Roads Maintenance, Q1 FY 2022/23	81
Table 3.32: Summary of Financial Performance of Lira district roads, Q1 FY 2022/23	82
Table 3.33: Absorption of Available Funds by Expenditure Category of Lira district roads, Q1 FY 2022/23	82
Table 3.34: Key Issues - Lira DLG	84
Table 3.35: Performance Rating of Lira DLG against KPIs, Q1 FY 2022/23	85
Table 3.36: Rukungiri MC Roads Maintenance Programme – Annual Work plan FY 2022/23	86
Table 3.37: Downstream Remittances to Rukungiri MC, Q1 FY 2022/23	86
Table 3.38: Absorption of Available Funds by Expenditure Category in Rukungiri MC, Q1 FY 2022/23	87
Table 3.39: Key Issues - Rukungiri MC	91
Table 3.40: Performance Rating of Rukungiri Municipality, Q1 FY 2022/23	93
Table 3.41: Rukungiri DLG Roads Maintenance Programme – Annual Work plan FY 2022/23	94
Table 3.42: Downstream Remittances to Rukungiri District Roads Maintenance, Q1 FY 2022/23	94
Table 3.43: Summary of Financial Performance of Rukungiri district roads, Q1 FY 2022/23	95
Table 3.44: Absorption of Available Funds by Expenditure Category on Rukungiri district Roads, Q1 FY 2022/23	95
Table 3.45: Key Issues - Rukungiri DLG	98
Table 3.46: Performance Rating of Rukungiri District, Q1 FY 2022/23	99
Table 3.47: Rubanda DLG Roads Maintenance Programme – Annual Work plan FY 2022/23	100

Table 3.48: Downstream Remittances to Rubanda District Roads Maintenance, Q1 FY 2022/23.....	100
Table 3.49: Summary of Financial Performance of Rubanda district roads, Q1 FY 2022/23.....	101
Table 3.50: Absorption of Available Funds by Expenditure Category on Rubanda district Roads, Q1 FY 2022/23	101
Table 3.51: Key Issues - Rubanda DLG.....	104
Table 3.52: Performance Rating of Rubanda District, Q1 FY 2022/23.....	106

List of Figures

Figure 2.1: Photographs of roads under Mpigi UNRA	32
Figure 2.2: Photographs of roads inspected under Arua UNRA	38
Figure 2.3: Photographs of roads under Kabale UNRA	45
Figure 3.1: Photographs in Mukono District	53
Figure 3.2: Photographs in Sheema District.....	60
Figure 3. 3: Photographs in Sheema Municipality	66
Figure 3.4: Photograph of Agurua - Alikua road inspected in Terego District	73
Figure 3.5: Photographs of roads inspected in Dokolo District	78
Figure 3.6: Photographs in Lira District	83
Figure 3. 7: Photographs in Rukungiri Municipality	90
Figure 3.8: Photographs in Rukungiri District.....	97
Figure 3.9: Photographs in Rubanda District	104

List of Acronyms and Abbreviations

AIDS	– Acquired Immune Deficiency Syndrome
bn	– Billion
CAIIP	- Community Agricultural Infrastructure Improvement Programme
CARs	– Community Access Roads
DA	– Designated Agency
DLG	– District Local Government
DRC	- District Roads Committee
DUCAR	– District, Urban and Community Access Roads
FY	– Financial Year
GoU	– Government of Uganda
H	- Half year
H1	- First Half of the Financial Year
HIV	– Human Immunodeficiency Virus
H/Q	– Headquarter
IFMS	– Integrated Financial Management System
IPF	– Indicative Planning Figure
ITIS	– Integrated Transport Infrastructure and Services
KCCA	– Kampala Capital City Authority
KIIDP	- Kampala Institutional and Infrastructure Development Programme
Km	– Kilometeres
KPIs	– Key Performance Indicators
LBCs	– Labour-Based Contractors
LGs	– Local Governments
LGMSDP	- Local Government Management and Service Delivery Programme
LRDP	- Luwero Rwenzori Development Programme
M&E	– Monitoring and Evaluation
MAAIF	– Ministry of Agriculture, Animal Industry and Fisheries
MC	– Municipal Council
MDG	– Municipal Development Grant
MoFPED	– Ministry of Finance, Planning and Economic Development
MoLG	– Ministry of Local Government

MoWT – Ministry of Works & Transport
N/A – Not Applicable
NSADP - Northwest Smallholder Agricultural Development Project
NUREP - Northern Uganda Rehabilitation Programme
OPM – Office of the Prime Minister
PM – Periodic Maintenance
PRDP - Peace Recovery and Development Programme
Q – Quarter
RMeM- Routine Mechanized Maintenance
RMM – Routine Manual Maintenance
RSSP - Road Sector Support Programme
RTI - Rural Transport Infrastructure
SA – Sub-agency
TC – Town Council
TSA – Treasury Single Account
U-Growth – Uganda Growth
UGX – Uganda Shillings
UNRA – Uganda National Roads Authority
URF – Uganda Road Fund
USMID – Uganda Support to Municipal Infrastructure Development

Foreword

This is a monitoring report of road maintenance programmes funded by URF in Q1 FY 2022/23 covering the period July – September 2022.

In the FY 2022/23 Performance Statement and the One Year Road Maintenance Plan, URF committed to monitor and evaluate its operations and performance of designated agencies. This is a tool the Fund employs in assessing 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 of the Fund, through which the Fund tracks implementation of its performance agreements with designated agencies each financial year.

This report covers physical and financial performance of selected designated agencies funded during Q1 FY 2022/23. These included 3 UNRA stations under the national roads maintenance programme; 7 district roads maintenance programmes; and 2 urban roads maintenance programmes.

It is intended 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.



Dr. Eng. Andrew Grace Naimanye
Executive Director
16 December 2022

Executive Summary

FY 2022/23 was the thirteenth full year of operation of URF, in which a total of UGX 487.953 billion was budgeted to finance road maintenance activities planned on all public roads across the country, resourced solely by parliamentary appropriations from the Consolidated Fund. A total of UGX 68.482 billion was realized during Q1 of the FY, representing budget performance of 14.0%. A total of UGX 481.475 billion was planned for disbursements to institutions designated as road maintenance agencies under section 41 of the URF Act. Total disbursements to the agencies during Q1 of the FY were at UGX 63.669 billion representing 13.2% of the annual planned releases and 52.9% of the planned release at end of Q1 of the FY.

ES1 - Performance of Road Maintenance Programmes

A: National Roads Maintenance Programme

Agency	Performance Rating (%)		
	Physical Performance	Financial Performance	Overall Performance
1. Mpigi UNRA	60.9	12.0	51.1
2. Arua UNRA	3.7	0	3.0
3. Kabale UNRA	62.1	99	69.5
Average Performance UNRA	42.2	37	41.2

B: DUCAR Maintenance Programme

Agency	Performance Rating (%)		
	Physical Performance	Financial Performance	Overall Performance
1. MukonoDLG	0	0	0
2. Sheema DLG	0	0	0
3. Sheema MC	0	0	0
4. Terego DLD	0	0	0
5. Dokolo DLG	0	0	0
6. Lira DLG	100	40.1	88.0
7. Rukungiri MC	70.6	63	69.1
8. Rukungiri DLG	80.5	85.4	81.5
9. Rubanda DLG	75.1	77.5	75.6
Average Performance DUCAR	36.2	29.6	34.9

Performance Rating Legend

Performance Rating Range	Dashboard color	Performance Category
0 -49%		Poor
50-69%		Fair
70-89%		Good
90 – 100%		Very Good

Annotations on Poor Performing DAs – Color-coded red

Mpigi UNRA: The financial performance was abjectly low following poor absorption of funds in Q1. This was occasioned by the late receipt of funds in the last month of the quarter. The unabsorbed funds were nonetheless rolled over to Q2. The observed physical works were largely grading using own equipment.

Arua UNRA: The poor performance of UNRA Arua in Q1 FY 2022/23 was due to the inability to absorb Q1 funds. No payment could be effected due to the then ongoing upgrade in the government payment system; equipment broken down; long procurement lead time (procurement initiation and confirmation of fund's availability were completed in mid-September 2022), hence delaying procurement for repair and maintenance of equipment necessary for force account works.

Mukono DLG, Sheema DLG, Sheema MC: The Local Governments' physical and financial performance were quantified as 0%. This was occasioned by the tardy receipt of funds in the last month of Q1. The funds and works were thence rolled over to Q2 of the fiscal year.

Terego DLG: The poor performance of Terego DLG in Q1 FY 2022/23 was due to the inability to absorb Q1 funds. Lack of access to road equipment as most districts were busy with them; delays in recruiting the gang leaders for routine manual maintenance; and delays in accessing the funds through the IFMIS system as the system was not available at the district, except at the regional service centre in Arua City.

Dokolo DLG: The poor performance of Dokolo DLG in Q1 FY 2022/23 was due to the inability to absorb Q1 funds. Delays were experienced in accessing the funds through the IFMIS system.

ES2 - Key Issues and Recommendations from M&E Field Visits

At the end of Q1 FY 2022/23, using in-house capacity, the public roads maintenance programme was monitored at 12 agencies, specifically 3 UNRA stations namely Mpigi, Kabale, and Arua; 7 district local governments namely Mukono, Sheema, Rukungiri, Rubanda, Terego, Dokolo, and Lira; and 2 urban councils namely Sheema MC and Rukungiri MC. An encapsulation of the findings and recommendations is depicted in Table 1.

Table 1: Key Issues in Sampled URF Designated Agencies – Q1 FY 2022/23

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
1.	<p>Inadequate road maintenance funds from URF.</p> <ul style="list-style-type: none"> <i>The IPFs had persistently remained short of the road maintenance needs of the DAs. Worse still, budget implementation was marred by late releases and high commodity prices of road maintenance inputs.</i> 	<ul style="list-style-type: none"> Continual degradation of the road network and growing road maintenance backlog Dissatisfied road users Increased equipment idle time 	<p>Sheema DLG, Sheema MC, Arua UNRA, Terego DLG, Dokolo DLG, Lira DLG, Rukungiri MC, Rukungiri DLG, Rubanda DLG, Kabale UNRA</p>	<ul style="list-style-type: none"> URF should engage MoWT and MoFPED more often on the rebalancing of road sector funds towards maintenance, away from development in a bid to grow the road maintenance budgets in the short to medium term. URF should heighten pursuance of 2G Fund status as a long-term solution to inadequate funding for road maintenance.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
2.	<p>Obsolete equipment with high breakdown rate/high maintenance costs and insufficient for the network size.</p> <ul style="list-style-type: none"> The DAs lacked pivotal equipment like excavator and bulldozer for earthworks, low bed truck for transportation of equipment, among others. Access of pool equipment from MoWT Regional mechanical workshops was a nightmare as the queues for the equipment were always prohibitively long. 	<ul style="list-style-type: none"> Failure to implement some planned works within the FY. Poor absorption of funds and return of unspent funds to the Consolidated Fund at the end of financial year. 	<p>Sheema DLG, Lira DLG, Rukungiri MC, Rukungiri DLG, Kabale UNRA</p>	<p>MoWT should:</p> <ul style="list-style-type: none"> Take stock of equipment in all LGs with intent to identify those that have incomplete road units and resource them with missing key equipment. Adequately resource the Regional Mechanical Workshops with pool equipment required for complementing equipment at LGs. <p>UNRA should plan and improve the equipment capacity of stations in order to improve efficiency and effectiveness of roadworks.</p>

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
3.	<p>Lack of a road unit to undertake roadworks by force account.</p> <ul style="list-style-type: none"> <i>The DAs had not yet received a road unit since their creation.</i> <i>Time sharing of equipment with other agencies remained a challenge as funding was received at the same time.</i> 	Expensive hire of equipment.	Sheema MC, Terego DLG, Rukungiri MC	MoWT should prioritise cities, municipalities, and new districts in the next consignment of equipment to be procured.
4.	<p>Lack of reliable / adequate supervision transport.</p> <ul style="list-style-type: none"> <i>The DAs lacked sound supervision cars and motorcycles; the JMC pickups were old with frequent breakdowns and high maintenance costs.</i> <i>The Station had a paltry 2 no. supervision vehicles against a minimum requirement of 6 no. supervision vehicles.</i> 	Shoddy work that goes unsupervised	Mukono DLG, Sheema MC, Sheena DLG, Mpigi UNRA, Terego DLG, Dokolo DLG, Lira DLG, Rukungiri DLG, Rukungiri MC, Rubanda DLG	<ul style="list-style-type: none"> URF, in concert with MoWT, should include a budget line for procurement of supervision vehicles for all URF DAs in the ITIS Programme budget for FY 2023/24. UNRA should budget for and procure additional supervision vehicles for all its 23 Stations in FY 2023/24.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
5.	<p>Lack of paved road network</p> <ul style="list-style-type: none"> <i>The entire road network was unpaved with gravel and earth sections.</i> 	Dusting nuisance during dry seasons; slipperiness during wet seasons; disgruntled road users	Sheema DLG, Sheema MC, Rukungiri DLG, Rubanda DLG, Terego DLG	URF should expand its Board Special Project of tarmacking in TCs (Enhanced Maintenance) to include districts and municipalities that don't have any paved road network.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
6.	<p>Understaffing of the works and technical services departments.</p> <ul style="list-style-type: none"> <i>The existing structure of the works departments was inadequate for the Force Account approach to works, and, had unfilled critical positions.</i> 	<p>Unbearable workload for the few staff available leading to operational inefficiencies.</p>	<p>Sheema MC, Mukono DLG, Sheema DLG, Lira DLG</p>	<ul style="list-style-type: none"> MoLG, MoWT, and MoPS should work in concert to revise the current staff structure of works and technical services departments in local governments to align it with the force account demands. DAs should fill the vacant key positions in the works department to enable effective supervision of works and reporting. URF should prioritise rollout of regional Technical Support Units (TSUs) for the LGs to augment their capacity to implement the road maintenance programme.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
	<p>Continual loss of trained equipment operators to the private sector which offered more remunerative work.</p> <ul style="list-style-type: none"> Equipment operators were at a pay of UGX 220,000 per month (U8) compared to those in the private sector at UGX 950,000 per month and above. 	Mismanagement of force account equipment.	Sheema DLG, Terego DLG, Dokolo DLG	URF should collaborate with MoWT to engage MoPS on the prospect of migration of Equipment Operators from the less remunerative U8 salary scale to employment contract terms benchmarked against private sector remuneration for equipment operators.
7.	Over commitment on works implemented using framework contracts.	Accumulation of unpaid certificates.	Mpigi UNRA, Kabale UNRA	UNRA should, going forward, ensure that call-off orders under framework contracts are in sync with available funds in the annual work plans submitted to URF.
8.	Damage of recently maintained roads by overloaded trucks transporting various commodities like sand, sugarcane, etc.	High unit cost of road maintenance	Mukono DLG, Rubanda DLG	<p>Each DA should:</p> <ul style="list-style-type: none"> Come up with a bylaw barring overloaded trucks from traversing its road network; and Work with Police to curb this vice.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
9.	<p>Mismatch between quarterly releases for equipment operations and those for roadworks.</p> <ul style="list-style-type: none"> <i>The releases for equipment operations were being depleted ahead of exhaustion of the releases for roadworks.</i> 	Failure to implement planned works within the FY	Mpigi UNRA, Kabale UNRA, Arua UNRA	UNRA should rationalise and match quarterly allocations and releases for equipment operations with those for roadworks.
10.	<p>Lack of adequate RMM skills by road gang workers.</p> <ul style="list-style-type: none"> <i>The competencies of the road gang workers in meeting requisite standards for RMM activities like pothole filling, grass cutting, stripping & grubbing, unclogging drainage channels, etc. were still wanting.</i> 	Shoddy RMM works	Mukono DLG, Rubanda DLG, Terego DLG	URF should engage MoWT to cause on-the-spot training of road gang workers by MELTC.
11.	Frequent silting of the road drainage structures in built-up areas due to huge volumes of surface runoff.	Faster road degradation	Mpigi UNRA, Kabale UNRA	UNRA should equip the Stations with a wheeled excavator to undertake regular desilting of side drains on paved roads.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
12.	<p>Absence of culvert end structures.</p> <ul style="list-style-type: none"> <i>Some of the cross culverts installed at low spots had no headwalls and wingwalls to provide retention of backfill at culvert end points.</i> 	A risk of premature failure of culvert crossings.	Sheema DLG, Rukungiri MC, Kabale UNRA	DAs should make reference to the MoWT Technical Manual for Road Works (TMRW) Volume 4 Manual A for guidance on construction of culvert end structures.
13.	Failure to undertake roadworks within standard widths and to exploit gravel sources in road reserves due to encroachments on road reserves.	Narrow roads and safety hazard to neighbouring developments	Mpigi UNRA, Kabale UNRA, Arua UNRA	UNRA should undertake road reserve demarcation on the entire national road network; sensitize road side communities to steer clear of the road reserves; and conduct forceful evictions where amicable vacation of road reserves cannot be reached.
14.	Growing scarcity of well-graded gravel with increasing haulage distances.	Use of poor quality gravel on the roads	Mukono DLG, Sheema DLG, Sheema MC, Rukungiri MC	URF should fund rolling out of low-cost seals nationally, since the general specifications were launched by MoWT.

SN	Generic Findings		Agencies where found	Recommendations / Strategies for Improvement
	Finding	Risk/Effect		
15.	<p>Delays in accessing funds on IFMIS and making payouts to providers.</p> <ul style="list-style-type: none"> <i>Funds released by URF on IFMIS were taking too long to be seen by DAs on IFMIS. Worse still, IFMIS had a low availability thus limiting access by users.</i> 	<p>Difficulty in processing payments; delays in completing scheduled works; delayed absorption of funds</p>	Terego DLG, Dokolo DLG	MoFPED should assess the gaps in IFMIS to improve the efficiency of the system in user access of funds and processing of payments.
16.	Unexpected heavy rains ravaging recently maintained roads and blocking drainage systems with debris.	Loss of investment made in road maintenance.	Kabale UNRA, Rubanda DLG, Rukungiri DLG, Rukungiri MC	DAs should prioritise routine manual maintenance activities of unblocking drains and general drainage improvement to buffer the integrity of roads against the ravaging effects of rainstorms.

1.0 Introduction

1.0 Introduction

1.1 Background

Uganda Road Fund (URF) was created for the purpose of, among others, financing routine and periodic maintenance of public roads in Uganda. Funding of road maintenance activities is through disbursements to central and local government institutions designated as road maintenance agencies under Section 41 of the URF Act, 2008.

In FY 2022/23, there was a total of 178 Designated Agencies (DAs) responsible for management of maintenance of the public road network. These included 2 Authorities (KCCA and UNRA), 135 District Local Governments (DLGs), 10 Cities, and 31 Municipalities. The DLGs oversee town councils and sub-counties as their sub-agencies. In total there were 1,174 sub-counties and 227 town councils receiving funding for road maintenance as sub-agencies of the DLGs. The DAs and sub-agencies collectively looked after a total of 159,520 km of public roads made up of 21,010 km of national roads under UNRA management; 2,110 km of KCCA roads; 38,603 km of district roads; 7,554 km of urban roads managed by town councils; 7,741 km of urban roads managed by cities, 2,554 km of urban roads managed by municipal councils; and 79,948 km of Community Access Roads (CARs) managed by sub-counties.

A total of UGX 487.952 bn under the road maintenance financing plan was passed by Parliament on 20 May 2022, as part of the Ministry of Works and Transport Ministerial Policy Statement for FY 2022/23. By end of September 2022, the Uganda Road Fund had received a total of UGX 68.482 bn (14.0% of annual budget) from the Treasury and disbursed UGX 63.669 bn (94.3% of receipts to be disbursed) to the DAs.

Disbursements to the DAs are made by URF on a quarterly basis and accountabilities for the funds are submitted to URF as per terms and conditions of the performance agreements signed with the DAs at the beginning of every FY. Sub-agencies which include town councils and sub-counties receive funding and account through their respective DLGs.

Monitoring field visits were undertaken in selected agencies to ascertain their performance at the end of Q1 against annual work plans for FY 2022/23. This report presents the findings and recommendations arising from the monitoring field visits.

1.2 Scope

The scope of monitoring was for the period Q1 of FY 2022/23 and rolled over funds from FY 2021/22. The exercise covered input – output monitoring of selected road maintenance programmes that were planned for implementation in FY 2022/23.

The report therefore highlights findings of progress made on key planned activities as well as the financial performance of the road maintenance programmes, outlines implementation challenges identified, arising policy issues, and recommendations.

The monitoring exercise covered the road maintenance programmes shown in Table 1.1.

Table 1.1: Programmes Monitored, Q1 FY 2022/23

Road Network	Project/Programme Monitored
National Roads	National Roads Maintenance Programme Mpigi UNRA, Kabale UNRA, Arua UNRA
District Roads	District Roads Maintenance Programme Mukono DLG, Sheema DLG, Rukungiri DLG, Rubanda DLG, Terego DLG, Dokolo DLG, Lira DLG
Urban Roads	Urban Roads Maintenance Programme Sheema MC, Rukungiri MC

1.3 Methodology

The monitoring was conducted by teams of URF staff. The methodology used included the following steps:

- Desk review of reports and work plans for agencies to be visited;
- Administration of monitoring data collection tools in advance of the field visits;
- Entry meetings with the DAs with the attendance of technical officers and local government political leaders within the DAs;
- Review of relevant financial and technical records at the agencies to validate the completed M&E tools;
- Conducting field inspections;
- Debriefing with the DAs to relay initial findings and obtain feedback where necessary; and
- Analysis of collected field data and preparation of monitoring reports.

1.4 Limitations

Limitations to the monitoring activities included the following:

- Some agencies visited had not yet submitted their progress reports hence hampering advance review of the aforementioned documents.
- Disaggregation of expenditures of URF funds from other expenditures at the agencies took a lot of the M&E time.
- The location of the UNRA roads was quite distant; as such this imposed a time constraint on the M&E exercise.
- Poor records keeping mainly at Local Government DAs, which rendered collection of required information tedious, time consuming, and sometimes practically impossible.

1.5 Structure of the Report

The report is arranged as follows:

- Section 1: Introduction
- Section 2: National Roads Maintenance Programme
- Section 3: District, Urban and Community Access Roads Maintenance Programmes
- Section 4: Key Issues, Risks, and Recommended Actions

2.0 National Roads Maintenance Programme

2.0 National Roads Maintenance Programme

2.1 Programme Background

The programme involves activities for maintenance and management of roads on the national road network totalling 21,010 km under the Uganda National Roads Authority (UNRA). The network is comprised of a network of roads totalling 11,010 km of the 'Original' network and 10,000 km of the 'Additional' network which was reclassified from district roads to national roads with effect from July 2009. The programme is recurrent in nature and aims at improving and maintaining interconnectivity across the country by reducing the rate of deterioration of the national road network, lowering vehicle operating costs and travel time as well as ensuring safety of road users and ferry services.

In FY 2022/23, the programme had an approved annual budget allocation of UGX 307.430 billion under the URF budget. Planned activities under the programme included manual routine maintenance of 19,687 km; force account mechanised routine maintenance of 8,680 km; framework contracting of 2,876 km, term maintenance of 0 km; periodic maintenance of 15.6 km; gravelling and drainage improvement on 569.7 km; improving of bottlenecks (low lying areas) on 3.1 km; improvement of road humps on 332 km; road signage installation on 2,138.9 km; street lighting on 54.3 km; road marking on 359.3 km; demarcation of road reserves (installation and maintenance of road reserve marker posts) on 350 km; operation and maintenance of 12 ferries; and operation and maintenance of 11 fixed and 6 mobile weighbridges.

Release of funds to the programme during quarter 1 of FY 2022/23 amounted to UGX 24.042 bn, representing 7.8% release of the approved annual budget. At the end of Q1 FY 2022/23, the programme was monitored at the UNRA stations in Mpigi, Kabale, and Arua from which the monitoring findings are presented in the ensuing section.

2.2 UNRA – Mpigi Station

2.2.1 Background

Mpigi UNRA station had a total road network of 672.6 km, of which 282 km (41.9%) was paved and 390.6 km (58.1%) was unpaved. The network included 215.4 km of roads from the additional road network that was upgraded to national roads in FY 2009/10. The road network extended into 5 districts, namely Mpigi, Butambala, Gomba, Mityana, and Wakiso. The condition of the paved road network was: 96% in good condition, 4% in fair condition, and 0% in poor condition. The condition of the unpaved road network was: 43% in good condition, 52% in fair condition, and 5% in poor condition.

2.2.2 Financial Performance

Performance of releases to the UNRA station in Mpigi was as shown in Table 2.1.

Table 2.1: Downstream Remittances to UNRA station in Mpigi, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of UNRA Annual budget released by MoFPED	7.8%				Cumulative
Date of MoFPED release to URF	12-Aug-2022; 23-Aug-2022				
% of UNRA Annual budget released by URF	7.8%				Cumulative
Date of URF release to UNRA	12-Aug-2022; 23-Aug-2022				
Date of receipt on UNRA HQ Account	13-Sep-2022				
% of Station Annual budget released by UNRA HQ	12%				Cumulative
Date of receipt on UNRA Station Account	13-Sep-2022				
Delay from start of quarter	74				Calendar days
Delay from date of URF release to UNRA	11				Calendar days

A summary of performance of the releases against the station budget is shown in Table 2.2 where it can be seen that absorption stood at 12% of the releases.

Table 2.2: Summary of Financial Performance at Mpigi UNRA Station, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = (e/d) x 100
4,208,529,000	-	495,584,268	495,584,268	59,333,600	12.0%

Absorption against the various expenditure categories was as shown in Table 2.3.

Table 2.3: Absorption of Available Funds by Expenditure Category at Mpigi UNRA Station, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	C = a+b	d	e = (d/Σc) x 100
RMM (by LBCs)	-	87,403,900	87,403,900	36,028,000	7.3%
RMeM (by FA)	-	50,000,000	50,000,000	-	0.0%
Mechanical repairs	-	125,240,880	125,240,880	3,680,600	0.7%
Other Qualifying works (Fuel)	-	195,000,000	195,000,000	-	0.0%
Ferry Services (Nakiwogo)	-	11,670,000	11,670,000	4,475,000	0.9%
Axle load control/Enforcement	-	6,000,000	6,000,000	-	0.0%
Operational expenses	-	20,269,488	20,269,488	15,150,000	3.1%
Total	-	495,584,268	495,584,268	59,333,600	12.0%

2.2.3 Physical Performance

Physical performance of road maintenance work plan for FY 2022/23 was as follows:

- Routine manual maintenance (12 cycles) planned on 662.9 km (98.6% of total road network) had been undertaken on 662.9 km (1 cycle) in Q1 FY 2022/23;
- Routine mechanised maintenance using force account planned on 414.3 km (62.3% of total road network) had been undertaken on 47.4 km in Q1 FY 2022/23;
- Routine mechanised maintenance using framework contracts planned on 41.9 km (6.2% of total road network) was not planned for implementation in Q1; and
- Periodic maintenance was not planned for in FY 2022/23.

Only RMeM works using force account were undertaken in Q1 FY 2022/23 as set forth: grading and spot gravelling of Mityana-Busunju road (28.4 km) at UGX 71.305 million, grading of Mitala Maria – Bulu-Kanoni Road (29.6 km) at UGX 9.32 million, grading of Mitalamaria Loop road (4.3 km) at UGX 2.685 million, and grading of Kayabwe-Nkozi-Kabulasoke road (43 km) at UGX 2.625 million.

Some of the road maintenance works that were undertaken are shown in Figure 2.1.



UNRA Mpigi: A graded section on Mitala Maria-Bulo-Kanoni road (29.6 km) under routine mechanised maintenance.



UNRA Mpigi: Side drains cleaned of debris by LBCs on Mitalamaria Loop (4.3 km) under routine manual maintenance.

Figure 2.1: Photographs of roads under Mpigi UNRA

2.2.4 Mainstreaming of Environmental and Social Safeguards

The Station mainstreamed environmental protection through reinstatement of gravel borrow pits after exploitation, dust control during grading and gravelling using a water bowser, and planting trees in the road verges.

Gender equity was being mainstreamed by considering both males and females during recruitment of LBCs, and, females were given 3 extra points in the evaluation criteria in order to encourage them.

HIV/AIDS awareness was being mainstreamed through sensitisation of road workers on HIV/AIDS during monthly site meetings.

2.2.5 Key Issues UNRA Station - Mpigi

The key issues from the findings at the UNRA station in Mpigi were as summarised in Table 2.4.

Table 2.4: Key Issues - UNRA Mpigi

SN	Challenge	Risk/Effect	Recommendation
1.	Over commitment on works implemented using framework contracts	Accumulation of unpaid certificates	UNRA should, going forward, ensure that call-off orders under framework contracts are in sync with available funds in the annual work plans submitted to URF
2.	Inadequate supervision transport <ul style="list-style-type: none"> <i>The Station had a paltry 2 no. supervision vehicles against a minimum requirement of 6 no. supervision vehicles.</i> 	Shoddy work that goes unsupervised	UNRA should budget for and procure additional supervision vehicles for all its 23 Stations in FY 2023/24.
3.	Mismatch between quarterly releases for equipment operations and those for roadworks. <ul style="list-style-type: none"> <i>The releases for equipment operations were being depleted ahead of exhaustion of the releases for roadworks.</i> 	Failure to implement planned works within the FY	UNRA should rationalise and match quarterly allocations and releases for equipment operations with those for roadworks.
4.	Frequent silting of the road drainage structures in built-up areas due to huge volumes of surface runoff.	Faster road degradation	UNRA should equip the Station with a wheeled excavator to undertake regular desilting of side drains on paved roads.
5.	Failure to undertake roadworks within standard widths and to exploit gravel sources in road reserves due to encroachments on road reserves.	Narrow roads and safety hazard to neighbouring developments	UNRA should undertake road reserve demarcation on the entire national road network; sensitize road side communities to steer clear of the road reserves; and conduct forceful evictions where amicable vacation of road reserves cannot be reached.

2.2.6 Performance Rating of Road Maintenance Programme in Mpigi UNRA Station

The performance rating of Mpigi UNRA Station against Key Performance Indicators (KPIs) was as summarised in Table 2.5.

Table 2. 5: Performance Rating of Mpigi UNRA Station, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	7,954.8	1,988.7	662.9	33.3%	819.564	30.9%	10.3%	LBCs
RMeM	419.3	64.7	47.4	73.3%	1,829.913	69.1%	50.6%	Force Account
Total					2,649	100.0%	60.9%	Physical performan ce score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performa nce Score, F	Remark	
g			h	i		F = i / h		
4,208.529			495.584	59.334		12.0%		
Performance Rating of Mpigi UNRA against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							51.1%	Fair

As can be observed in Table 2.5, the absorption of funds in Q1 was poor due to the late receipt of funds in the last month of the quarter. The unabsorbed funds were nonetheless rolled over to Q2.

2.3 UNRA – Arua Station

2.3.1 Background

Arua UNRA station had a total road network of 911 km, of which 219.1 km (24%) was paved and 690.8 km (76%) was unpaved. The road network extended into 8 districts that included Arua, Koboko, Maracha, Terego, Madi-Okollo, Nebbi, Zombo, and Pakwach. The condition of the paved road network was 60.9% in good condition, 28.6% in fair condition, and 10.5% in poor condition. The condition of the unpaved road network was 3.3% in good condition, 29.9% in fair condition, and 66.8% in poor condition.

2.3.2 Financial Performance

Performance of releases to the UNRA station in Arua was as shown in Table 2.6.

Table 2.6: Downstream Remittances to UNRA station in Arua, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of UNRA Annual budget released by MoFPED	11.94%				Cumulative
Date of MoFPED release to URF	15-Jul-22				
% of UNRA Annual budget released by URF	1.87%				Cumulative
Date of URF release to UNRA	4-Aug-2022				
Date of receipt on UNRA HQ Account					
% of Station Annual budget released by UNRA HQ	11.94%				Cumulative
Date of UNRA HQ release to Station	22-Sept-2022				
Delay from start of quarter	82				Calendar days
Delay from date of URF release to UNRA	48				Calendar days

A summary of performance of the releases against the station budget is shown in Table 2.7 where it can be seen that absorption stood at 0% of the releases.

Table 2.7: Summary of Financial Performance at Arua UNRA Station, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = (e/d) x 100
3,912,754,800	0	467,160,856	467,160,856	0	0

Absorption against the various expenditure categories was as shown in Table 2.8.

Table 2.8: Absorption of Available Funds by Expenditure Category at Arua UNRA Station, Q1-FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	c = a+b	d	$e = (d/\sum c) \times 100$
RMM (by LBCs)	-	98,367,156	98,367,156	-	0%
RMeM (by FA)	-	295,000,000	295,000,000	-	0%
RMeM (by Framework Contracts)	-				
RMeM (by Term Contracts)	-				
PM (by Contracts)	-				
Mechanical repairs and maintenance	-	49,311,200	49,311,200	-	0%
Other Qualifying works	-				
Operational expenses	-	24,482,500	24,482,500	-	0%
Total		467,160,856	467,160,500	-	0%

Notes:

1. Q1 FY 2022/23 expenditure was zero. Routine Mechanised maintenance works on Goli-Nebbi worth UGX. 34,349,000 were executed in Q1 FY 2022/23. No payment could be effected due to the ongoing upgrade in the government payment system.
2. The inability to absorb Q1 funds was also due to: Equipment broken down, long procurement lead time (with procurement initiation and confirmation of fund's availability being completed in mid-September 2022), hence delaying procurement for repair and maintenance of equipment.

2.3.3 Physical Performance

Physical performance of road maintenance work plan for Q1 FY 2022/23 was as follows:

- Routine manual maintenance planned on 892 km (97.9% of total road network). No work was undertaken on the road network (0% achievement) in Q1 FY 2022/23 as LBC was suspended;
- Routine mechanised maintenance using force account planned on 70.9 km (19.2% of annual planned road network) had been undertaken on 4 km (5.6% achievement) in Q1 FY 2022/23;
- Routine mechanised maintenance using framework contracts was not planned for in Q1 FY 2022/23; and
- Periodic maintenance was not planned for in Q1 FY 2022/23.

Some of the road maintenance works that were inspected are shown in Figure 2.2.



UNRA Arua: Emergency repairs of washout undertaken on the approach to Pakwach bridge on Olwiyo – Pakwach road.



UNRA Arua: Completed section of Owaffa – Enyau Bypass (5 km) – road in good



UNRA Arua: Completed section of Owaffa – Kubala – Omuga (22 km) road in good condition.

condition. Drainage system to be improved.



UNRA Arua: Drains improved on Owaffa – Kubala – Omuga (22 km). Protection of fill by planting grass should be done to minimize scouring/loss of fill materials.



UNRA Arua: Enyau Bridge in good condition

UNRA Arua: Owaffa – Kubala – Omuga (22 km) road in good condition.

Figure 2.2: Photographs of roads inspected under Arua UNRA

2.3.4 Mainstreaming of Environmental and Social Safeguards

The Station mainstreamed environmental protection through: (i) Borrow pit reinstatement; (ii) Tree planting (15,633 trees) along Arua-Nebbi, Manibe-Koboko and Koboko -Oraba roads.

Gender mainstreaming is crucial in road maintenance works. Women were hired on projects (ratio of men to women was 3:2 for LBC).

HIV/AIDS awareness was being mainstreamed through sensitization drives carried out by staff during the Road Maintenance project execution. Also Condoms were regularly provided to the staff and local community.

2.3.5 Key Issues UNRA Station - Arua

The key issues from the findings at the UNRA station in Arua were as summarised in Table 2.9.

Table 2.9: Key Issues - UNRA Arua

S/N	Issue / Challenge	Risk/Effect	Recommendation / Strategy for improvement
1.	Late release of funds	Increased deterioration of the roads. Increased work scope	URF should engage MoFPED to ensure timely release of funds.
2.	Mechanical repairs and service parts procurements were frustrated because of inadequate funds.	Delayed repairs/maintenance of plant, equipment, and vehicles. Leading to further deterioration of the roads	UNRA Headquarters should expedite downstream remittance of funds to stations.
3.	Inadequate funding of maintenance activities	Deterioration of the roads	URF should engage MoFPED to increase funding of Road Maintenance.

2.3.6 Performance Rating of Road Maintenance Programme in Arua UNRA Station

The performance rating of Arua UNRA Station against Key Performance Indicators (KPIs) was as summarised in Table 2.10.

Table 2.10: Performance Rating of Arua UNRA Station against KPIs, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	892.0	892.0	0.0	0.0%	1,091.930	34.4%	0.0%	
RMeM	368.0	70.9	4.0	5.6%	2,080.000	65.6%	3.7%	Force Account
PM								
Total					3,171.930	100.0%	3.7%	Physical performance score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performance Score, F		Remark
G			H	i		F = i / h		
3,912.755			467.161	0.000		0.0%		
Performance Rating of UNRA Arua against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							3%	Poor

2.4 UNRA – Kabale Station

2.4.1 Background

Kabale UNRA station had a total road network of 1,192 km, of which 317 km (26.7%) was paved and 875 km (73.3%) was unpaved. The network included 0 km of roads from the additional road network that was upgraded to national roads in FY 2009/10. The road network extended into 8 districts, namely Bushenyi, Kabale, Kisoro, Ntungamo, Kanungu, Rukungiri, Mitooma, and Rubanda. The condition of the paved road network was: 97% in good condition, 3% in fair condition, and 0% in poor condition. The condition of the unpaved road network was: 64% in good condition, 23.7% in fair condition, and 12.3% in poor condition.

2.4.2 Financial Performance

Performance of releases to the UNRA station in Kabale was as shown in Table 2.11.

Table 2.11: Downstream Remittances to UNRA station in Kabale, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of UNRA Annual budget released by MoFPED	7.8%				Cumulative
Date of MoFPED release	12-Aug-2022; 23-Aug-2022				
% of UNRA Annual budget released by URF	7.8%				Cumulative
Date of URF release to UNRA	12-Aug-2022; 23-Aug-2022				
Date of receipt on UNRA HQ Account	13-Sep-2022				
% of Station Annual budget released by UNRA HQ	11%				Cumulative
Date of receipt on UNRA Station Account	13-Sep-2022				
Delay from start of quarter	74 days				Calendar days
Delay from date of URF release to UNRA	21 days				Calendar days

A summary of performance of the releases against the station budget is shown in Table 2.12 where it can be seen that absorption stood at 99% of the releases.

Table 2.12: Summary of Financial Performance at Kabale UNRA Station, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = (e/d) x 100
5,083,258,920	0	542,540,880	542,540,880	534,488,588	99%

Absorption against the various expenditure categories was as shown in Table 2.13.

Table 2.13: Absorption of Available Funds by Expenditure Category at Kabale UNRA Station, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	C = a+b	d	e = (d/Σc) x 100
RMM (by LBCs)	-	127,483,200	127,483,200	127,483,200	23%
RMeM (by FA)	-	100,000,000	100,000,000	100,000,000	18%
Road Safety works (Street lighting, road marking)	-	-	-	-	
Mechanical repairs	-	60,417,680	60,417,680	56,989,388	11%
Other Qualifying works (Fuel, Alternative/Low-cost Technology, Axel Load and ferries)	-	240,000,000	240,000,000	237,980,000	44%
Operational expenses	-	14,640,000	14,640,000	12,036,000	2%
Total	-	542,540,880	542,540,880	534,488,588	99%

2.4.3 Physical Performance

Physical performance of road maintenance work plan for FY 2022/23 was as follows:

- Routine manual maintenance planned on 1,138 km (95.5% of total road network) had not been undertaken in Q1 FY 2022/23 due to re-registration of all labour-based contractors which was still ongoing;
- Routine mechanised maintenance using force account planned on 590.6 km (49.5% of total road network) had been undertaken on 141.1 km in Q1 FY 2022/23;
- Periodic maintenance was not planned for in FY 2022/23.

The works undertaken for Q1 FY 2022/23, for routine mechanized maintenance, were as follows: Kabale-Muhanga-Ntungamo road (6 km) at UGX 30 million, Ntungamo-Kagamba-Rukungiri road (2 km) at UGX 12 million, and Kabale-Kisoro-Bunagana road (30 km) at UGX 16 million, Kisoro-Nyabwishenya-Nteko road (45 km) at UGX 77 million, Kisoro-Nyarusiza –Muhabura road (9km) at UGX 45 million, and Bugangari-Rwerere road (10.6 km) at UGX 25 million, Rubuguri-Katojo

and Kalengyere Bypass road (27.5 km) at UGX 56 million, and Rukungiri- Mitaano-Kanungu road (11.0km) at UGX 26 million.

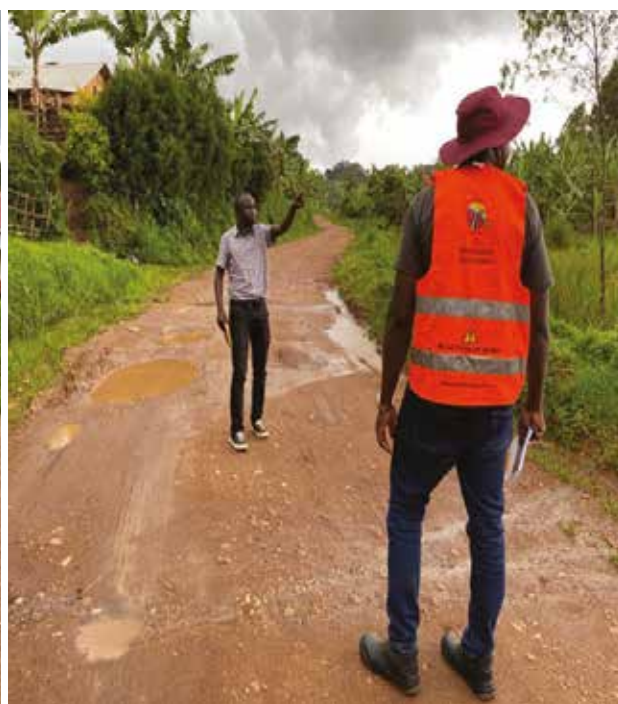
Some of the road maintenance works that were undertaken are shown in Figure 2.3.



Ntungamo-Kagamba-Rukungiri road (50.2- km) underwent drainage desilting, removal of mudslides and drainage improvement for 2 km under routine mechanised maintenance. However, some sections of the road required drainage improvement.



Rukungiri-Mitaano-Kanungu road (44 km) underwent heavy grading for 10 km under routine mechanised maintenance. However, some sections of the road required drainage improvement.



Bugangari-Rwerere road (10.6 km) underwent heavy grading under routine mechanised maintenance. However, some sections of the road required drainage improvement.

Figure 2.3: Photographs of roads under Kabale UNRA

2.4.4 Mainstreaming of Environmental and Social Safeguards

The Station mainstreamed environmental protection through reinstatement of gravel borrow pits after exploitation, dust control during grading and gravelling using a water bowser, and planting trees in the road verges.

Gender equity was being mainstreamed by considering both males and females during recruitment of LBCs of which out of 224 contractors 152 were women and 72 were men, and, females were given 3 extra points in the evaluation criteria in order to encourage them.

HIV/AIDS awareness was being mainstreamed through sensitization of road workers on HIV/AIDS during monthly site meetings and through putting short messages of HIV/AIDS on signboards for road projects.

2.4.5 Key Issues UNRA Station - Kabale

The key issues from the findings at Kabale UNRA station were as summarised in Table 2.14.

Table 2.14: Key Issues - UNRA Kabale

SN	Challenge	Risk/Effect	Recommendation
1.	Obsolete equipment with high breakdown rates and high maintenance costs thus insufficient for the network size.	Failure to implement planned works within the FY.	UNRA should plan and improve the equipment capacity of stations in order to improve efficiency and effectiveness.
2.	Funding cuts (only 11% of the annual budget was released in Q1) and late release of funds.	Planned activities for the FY not accomplished and hence rolled over to subsequent FYs.	Budgets should be released 100% as planned and this should be done by the 15 th day of the first month of the quarter as planned.
3.	Lack of specific drainage desilting equipment (long-armed chain excavator and bulldozer).	Continuously silted drainage systems and flooding of	Self-propelled equipment for desilting the drainages need to be prioritised when procurements are being done.

SN	Challenge	Risk/Effect	Recommendation
4.	Frequent Flash floods.	Washing away of road sections and drainage structures like bridges and culverts.	a) Improvement of Conservation of the environment. b) Carrying out research and Engineering designs of appropriate drainage structures for the heavy stormwater. c) Regular desilting/dredging of rivers and streams.
5.	Existence of mountainous terrain covering the biggest part of the road network.	Creates steep slopes with high velocity flows causing uncontrollable flooding every rainy season.	Thorough engineering designs required to overhaul the drainage system and improve of storm flows.
6.	Absence of culvert end structures. <ul style="list-style-type: none"> The stream culverts installed under emergency works had no headwalls and wingwalls to provide retention of backfill at culvert end points. 	A risk of premature failure of culvert crossings and washing away of culvert crossings due to unguided water inlet points.	DA should make reference to the Uganda Technical Manual for District Road Works (TMDRW) Volume 4 Manual A for guidance on construction of culvert end structures.

2.4.6 Performance Rating of Road Maintenance Programme in Kabale UNRA Station

The performance rating of Kabale UNRA Station against Key Performance Indicators (KPIs) was as summarised in Table 2.15.

Table 2. 15: Performance Rating of Kabale UNRA Station, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Plan ned Quan tity Q1 FY 2022/ 23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	1138	1138	0	0.0%	1,385,690,000	42%	0%	LBCs
RMeM	590.6	131.8	141.1	107%	1,900,000,000	58%	62.1%	F/A
Total					3,285,690,000	100%	62.1%	Physical perform ance score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX)			Available Funds Q1 FY 2022/23 (UGX)	Cum. Expenditure Q1 FY 2022/23 (UGX)		Financial Performa nce Score, F	Remark	
g			h	i		F = i / h		
5,083,258,920			542,540,880	534,488,588		99%		
Performance Rating of Kabale UNRA against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboar d Color
							69.5%	Fair

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

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

3.1 DUCAR - Background

District, Urban and Community Access Roads (DUCAR) make up 138,510 km (inclusive of 2,110 km of capital city roads under KCCA) which represents 86.8% of the entire road network in Uganda, broken down as 38,603 km of district roads, 19,959 km of urban roads, and 79,948 km of community access roads. They are maintained by the respective local governments using funding from URF and to a limited extent using locally generated revenue. More than 40% of the DUCAR network is however beyond maintenance level and necessitates rehabilitation, which is carried out through a concerted effort of development partner supported programmes like:

- i. Agriculture Cluster Development Project (ACDP) – a partnership project of the Ministry of Agriculture, Animal Industry and Fisheries (MoAAF) and the World Bank, financed by the International Development Assistance (IDA) of the World Bank. The project includes construction of farm access roads and removal of chokepoints (bottlenecks) on community access roads.
- ii. Uganda Support to Municipal Infrastructure Development (USMID) programme, particularly called USMID Additional Financing (USMID – AF), which is the second phase of USMID – a partnership programme of the Ministry of Lands, Housing, and Urban Development (MLHUD) and the World Bank, financed by the International Development Assistance (IDA) of the World Bank.
- iii. Local Economic Growth Support (LEGS) project – a partnership project of the Ministry of Local Government and the Islamic Development Bank (IsDB). The project includes construction of 29 km of CARs in 10 districts of Alebtong, Bunyangabu, Gomba, Kabarole, Katakwi, Kibuku, Kumi, Kyenjojo, Nakaseke and Ntoroko to connect production centres to markets.
- iv. National Oil Seeds Project (NOSP) project – funded by International Fund for Agricultural Development (IFAD) and the OPEC Fund for international development with co-funding from Ministry of Local Government. The project includes construction of CARs in 53 districts in the northern and north-eastern regions of Uganda to connect smallholder oil seed producers to markets.

In FY 2022/23, road maintenance programmes under the DUCAR network had an approved annual budget allocation of UGX 174.045 billion funded through URF. Planned road maintenance activities on the DUCAR network included routine manual maintenance of 25,807 km, routine mechanised maintenance of 16,652 km, periodic maintenance of 5,502 km, maintenance of bridges totaling 45 no., and culvert installation totalling 5,514 lines.

Release of funds for DUCAR maintenance during quarter 1 of FY 2022/23 amounted to UGX 43.511 billion, representing 25.0% of the approved annual budget. A select of agencies, namely Mukono DLG, Sheema DLG, Rukungiri DLG, Rubanda DLG, Terego DLG, Dokolo DLG, Lira DLG, Sheema MC, and Rukungiri MC were monitored at the end of Q1 FY 2022/23. Findings from the monitoring were as presented hereunder.

3.2 Mukono District Local Government

3.2.1 Background

The district had a total road network of 506.3 km of district roads of which 6 km (1.2%) was paved and 500.3 km (98.8%) was unpaved. The condition of the paved road network was: 100% in good condition, 0% in fair condition, and 0% in poor condition. The condition of the unpaved road network was: 18% in good condition, 76% in fair condition, and 6% in poor condition.

The district had a total annual road maintenance budget of UGX 833.071 million for FY 2022/23. In addition, the district had 0 town councils with a total annual road maintenance budget of UGX 0 million and 11 sub-counties with a total annual road maintenance budget of UGX 186.534 million. Road maintenance works planned under Mukono district and its sub-agencies for implementation in FY 2022/23 were as shown in Table 3.1. It can be seen from Table 3.1 that a total of 471.2 km was planned to receive routine manual maintenance, 371.8 km was planned to receive routine mechanised maintenance, and 0 km was planned to receive periodic maintenance with a total budget of UGX 1,019.605 million.

Table 3.1: Mukono DLG Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of Designated Agency & Sub-Agencies	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Mukono Dist. Rds	833,070,629	471.2	97.4	-
Mukono CARs	186,534,434	-	274.4	-
Total	1,019,605,063	471.2	371.8	-

3.2.2 Mukono district roads

Under URF funding, planned maintenance activities in FY 2022/23 included periodic maintenance of 0 km, routine mechanised maintenance of 97.4 km, and routine manual maintenance of 471.5 km. All the works were planned to be done using force account in line with the prevailing Force Account Policy Guidelines.

3.2.3 Financial Performance

In Q1 FY 2022/23, the district local government received a total of UGX 208.268 million (20.4% of IPF) of which UGX 208.268 million (100% of funds received) was transferred to district roads, UGX 0 million (0% of funds received) was transferred to town council roads, and UGX 0 million (0% of funds received) was transferred to community access roads. Table 3.2 shows the performance of downstream remittances to Mukono district in the time period Q1 FY 2022/23.

Table 3.2: Downstream Remittances to Mukono District Roads Maintenance, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual budget released by MoFPED	25%				Cumulatively
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				
% of DLG Annual Budget released by URF	20.4%				Cumulatively
Date of URF release to District LG	17-Aug-2022; 31-Aug-2022				
Date of receipt on LG TSA Account	6-Sept-2022 28-Sept-2022				
Delay from start of quarter	67 days 89 days				Calendar days
Delay from date of URF release	20 days 28 days				Calendar days

A summary of performance of the releases against the budget for Mukono district roads is shown in Table 3.3 where it can be seen that absorption stood at 0% of the releases. Notably, the Q1 funds could not be absorbed in Q1 and were as such rolled over to Q2 because of the inordinate delay in receiving them as depicted in Table 3.2 above.

Table 3.3: Summary of Financial Performance of Mukono district roads, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = e/d
833,070,629	-	208,267,657	208,267,657	-	0%

Absorption against the various expenditure categories was as shown in Table 3.4.

Table 3.4: Absorption of Available Funds by Expenditure Category on Mukono district Roads, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	C = a+b	d	e = (d/Σc) x 100
RMM (by Road gangs)	-	-	-	-	-
RMeM (by FA)	-	174,268,000	174,268,000	-	0%
PM (by FA)	-	-	-	-	-
Mechanical repairs & Maintenance	-	14,000,000	14,000,000	-	0%
Other Qualifying works	-	15,000,000	15,000,000	-	0%
Operational expenses	-	4,999,657	4,999,657	-	0%
Total	-	208,267,657	208,267,657	-	0%

3.2.4 Physical Performance

The work plan for FY 2022/23 had been progressed as follows: routine manual maintenance had been undertaken to an extent of 0 km (0% of what was planned); routine mechanised maintenance had been undertaken to an extent of 0 km (0% of what was planned); and periodic maintenance was not planned for in FY 2022/23.

No works were undertaken in Q1 FY 2022/23 due to receipt of funds in the last week of the quarter. At the time of the monitoring field visit, which was undertaken in quarter 2, RMeM works including bush clearing, heavy grading, and spot gravelling had been undertaken on the following roads: Ntenjeru – Bunakija – Katosi (10 km) at UGX 59.435 million, Kabembe – Nakibano road (9 km) at UGX 56.251 million, and Takajjunge – Nama road (6 km) at UGX 24.624 million

Some of the road maintenance works that were undertaken are shown in Figure 3.1.



Mukono district: Casual labourers clearing bush on Kabembe-Nakibano road (9 km).



Mukono district: Spot-gravelled section on Kabembe-Nakibano road (9 km) under routine mechanised maintenance.

Figure 3.1: Photographs in Mukono District

3.2.5 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through cutting gentle backslopes, provision of offshoots and catchwater drains, and restoration of gravel borrow pits after gravel abstraction.

Gender equity was being mainstreamed by encouraging both men and women to apply for road gang jobs during community mobilisation for road gang recruitment.

HIV/AIDS awareness was being mainstreamed by inclusion of short cautionary messages on HIV/AIDS on signboards of select road projects.

3.2.6 Key Issues Mukono DLG

The key issues from findings in Mukono DLG were as summarised in Table 3.5.

Table 3.5: Key Issues - Mukono DLG

S/N	Finding	Risk/Effect	Recommendation
1.	<p>Lack of adequate RMM skills by road gang workers.</p> <ul style="list-style-type: none"> <i>The competencies of the road gang workers in meeting requisite standards for RMM activities like pothole filling, grass cutting, stripping & grubbing, unclogging drainage channels, etc. were still wanting.</i> 	Shoddy RMM works	URF should engage MoWT to cause on-the-spot training of road gang workers by MELTC.
2.	<p>Lack of reliable supervision transport</p> <ul style="list-style-type: none"> <i>The DA lacked a sound supervision car and motorcycles; the JMC pickup was old with frequent breakdowns and high maintenance costs.</i> 	Value loss through shoddy work	URF, in concert with MoWT, should include a budget line for procurement of supervision vehicles for all URF DAs in the ITIS Programme budget for FY 2023/24.
3.	<p>Understaffing of Works Department</p> <ul style="list-style-type: none"> <i>The staffing of the works & technical services department was inadequate for implementation of works by force account; the District Engineer (Head of Department) did not have the requisite Civil Engineers to support him.</i> 	Failure to effectively manage the road network	<ul style="list-style-type: none"> DA should fill the vacant key positions in the works department to enable effective supervision of works and reporting. URF should prioritise rollout of regional Technical Support Units (TSUs) for the LGs to augment their capacity to implement the road maintenance programme.

S/N	Finding	Risk/Effect	Recommendation
4.	Growing scarcity of well-graded gravel with increasing haulage distances.	Use of poor quality gravel on the roads	URF should fund rolling out of low-cost seals nationally, since the general specifications were launched by MoWT.
5.	Damage of recently maintained roads by overloaded trucks transporting various commodities like sand, sugarcane, etc.	High unit cost of road maintenance	DA should: <ul style="list-style-type: none"> • Come up with a bylaw barring overloaded trucks from traversing its road network; and • Work with Police to curb this vice.

3.2.7 Performance Rating of Road Maintenance Programme in Mukono District

The performance rating of Mukono district against Key Performance Indicators (KPIs) was as summarised in Table 3.6.

Table 3.6: Performance Rating of Mukono District, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantit y FY 2022/23 (km)	Cum. Planned Quantit y Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Scor e (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	471	-	-	0%	106.000	15.3%	0.0%	
RMe M	97	23.2	-	0%	586.288	84.7%	0.0%	
PM	-	-	-	0%	-	-	0.0%	
Total					692.288	100.0%	0.0%	Physical performanc e score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performanc e Score, F		Remark
g			h	i		F = i / h		
833.071			208.268	-		0.0%		
Performance Rating of Mukono District against KPIs, Q1 FY 2022/23						Overall Score (%) = [P x 80%] + [F x 20%]		Dashboard Color
						0.0%		Poor

As can be observed from Table 3.44, the district's physical and financial performance was quantified as 0%. This was occasioned by the inordinately late receipt of funds in the last week of Q1. The funds and works were thence rolled over to Q2 of the fiscal year.

3.3 Sheema District Local Government

3.3.1 Background

The district had a total road network of 472.7 km of district roads of which 0 km (0%) was paved and 472.7 km (100%) was unpaved. The condition of the road network was: 15% in good condition, 38% in fair condition, and 47% in poor condition.

The district had a total annual road maintenance budget of UGX 434.899 million for FY 2022/23. In addition, the district had 5 town councils with a total annual road maintenance budget of UGX 272.230 million and 6 sub-counties with a total annual road maintenance budget of UGX 93.606 million. Road maintenance works planned under Sheema district and its sub-agencies for implementation in FY 2022/23 were as shown in Table 3.7. It can be seen from Table 3.7 that a total of 147.2 km was planned to receive routine manual maintenance, 195.3 km was planned to receive routine mechanised maintenance, and 0 km was planned to receive periodic maintenance with a total budget of UGX 800.735 million.

Table 3.7: Sheema DLG Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of Designated Agency & Sub-Agencies	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Sheema Dist. Rds	434,899,245	32.5	49	-
Bugonji T. C.	109,751,971	91.4	23.3	-
Kakindo T. C.	39,418,700	10.3	17	-
Shuuku T. C.	44,221,681	4.5	26	-
Kitagata T. C.	39,418,700	4.5	18.5	-
Masheruka T. C.	39,418,700	4	18.5	-
Sheema CARs	93,606,449	-	43	-
Total	800,735,447	147.2	195.3	-

3.3.2 Sheema district roads

Under URF funding, planned maintenance activities in FY 2022/23 included periodic maintenance of 0 km, routine mechanised maintenance of 49 km, and routine manual maintenance of 65 km. All the works were planned to be done using force account in line with the prevailing Force Account Policy Guidelines.

3.3.3 Financial Performance

In Q1 FY 2022/23, the district local government received a total of UGX 176.782 million (22.1% of IPF) of which UGX 108.725 million (61.5% of funds received) was transferred to district roads, UGX 68.057 million (38.5% of funds received) was transferred to town council roads, and UGX 0 million (0% of funds received) was transferred to community access roads. Table 3.8 shows the performance of downstream remittances to Sheema district in the time period Q1 FY 2022/23.

Table 3.8: Downstream Remittances to Sheema District Roads Maintenance, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual budget released by MoFPED	25%				Cumulatively
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				
% of DLG Annual Budget released by URF	22.1%				Cumulatively
Date of URF release to District LG	17-Aug-2022; 31-Aug-2022				
Date of receipt on LG TSA Account	11-Sept-2022 22-Sept-2022				
Delay from start of quarter	72 days 83 days				Calendar days
Delay from date of URF release	25 days 22 days				Calendar days

A summary of performance of the releases against the budget for Sheema district roads is shown in Table 3.9 where it can be seen that absorption stood at 0% of the releases. Notably, the Q1 funds could not be absorbed in Q1 and were as such rolled over to Q2 because of the inordinate delay in receiving them as depicted in Table 3.8 above.

Table 3.9: Summary of Financial Performance of Sheema district roads, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = e/d
434,899,245	-	108,724,811	108,724,811	-	0%

Absorption against the various expenditure categories was as shown in Table 3.10.

Table 3.10: Absorption of Available Funds by Expenditure Category on Sheema district Roads, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	c = a+b	d	e = (d/Σc) x 100
RMM (by Road gangs)	-	-	-	-	-
RMeM (by FA)	-	25,000,000	25,000,000	-	-

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
PM (by FA)	-	-	-	-	-
Mechanical repairs and maintenance	-	64,000,000	64,000,000	-	-
Other Qualifying works	-	5,000,000	5,000,000	-	-
Operational expenses	-	14,724,811	14,724,811	-	-
Total	-	108,724,811	108,724,811	-	0%

3.3.4 Physical Performance

The work plan for FY 2022/23 had been progressed as follows: routine manual maintenance had been undertaken to an extent of 0 km (0% of what was planned); routine mechanised maintenance had been undertaken to an extent of 0 km (0% of what was planned); and periodic maintenance was not planned for in FY 2022/23.

No works were undertaken in Q1 FY 2022/23 due to receipt of funds in the last month of the quarter. At the time of the monitoring field visit, in quarter 2, RMeM works had been undertaken on: Nyabwiina-Kangore-Kafunjo-Matsyoro road (2 km) at UGX 25 million to cover spot gravelling, and Rweibare-Kyarugome swamp (0.3 km section) at UGX 2.5 million to cover swamp filling and assembling of Armco culverts.

Some of the road maintenance works that were undertaken are shown in Figure 3.2.



Sheema district: Corrugated steel culverts of diameter 2,500 mm, 2,300 mm, and 1,800 mm from MoWT, assembled to be installed at swamp crossings.



Sheema district: Bottleneck removal on a 0.3 km section on Rweibare-Kyarugome Swamp involving bush clearing, culvert installation, and swamp filling.

Figure 3.2: Photographs in Sheema District

3.3.5 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through restoration of gravel borrow areas and planting grass on cut slopes of roads.

Gender equity was being mainstreamed by encouraging both males and females to participate in road maintenance activities, however, on road gang recruitment, females were being given an extra 2 points as affirmative action.

HIV/AIDS awareness was being mainstreamed by having Community Development Officers cause HIV/AIDS awareness at mobilisation meetings held at commencement of road projects, and, condoms were also being distributed to workers.

3.3.6 Key Issues Sheema DLG

The key issues from findings in Sheema DLG were as summarised in Table 3.11.

Table 3.11: Key Issues - Sheema DLG

S/N	Finding	Risk/Effect	Recommendation
6.	<p>Inadequate road maintenance funds from URF.</p> <ul style="list-style-type: none"> <i>The IPFs had persistently remained short of the road maintenance needs of the DA. Worse still, budget implementation was marred by spiralling commodity prices, not least fuel.</i> 	<ul style="list-style-type: none"> Continual degradation of the road network and growing road maintenance backlog Dissatisfied road users Increased equipment idle time 	<ul style="list-style-type: none"> URF should engage MoWT and MoFPED more often on the rebalancing of road sector funds towards maintenance, away from development in a bid to grow the road maintenance budgets in the short to medium term. URF should heighten pursuance of 2G Fund status as a long-term solution to inadequate funding for road maintenance.
7.	<p>Obsolete equipment with high breakdown rate/high maintenance costs and insufficient for the network size.</p> <ul style="list-style-type: none"> <i>The DA lacked pivotal equipment like excavator and bulldozer for earthworks, low bed truck for transportation of equipment, among others.</i> <i>Access of pool equipment from MoWT Regional mechanical workshops was a nightmare as the queues for the equipment were always prohibitively long.</i> 	<ul style="list-style-type: none"> Failure to implement some planned works within the FY. Poor absorption of funds and return of unspent funds to the Consolidated Fund at the end of financial year. 	<p>MoWT should:</p> <ul style="list-style-type: none"> Take stock of equipment in all LGs with intent to identify those that have incomplete road units and resource them with missing key equipment. Adequately resource the Regional Mechanical Workshops with pool equipment required for complementing equipment at LGs.
8.	<p>Lack of reliable supervision transport</p> <ul style="list-style-type: none"> <i>The DA lacked a sound supervision car and motorcycles; the JMC pickup was old with frequent breakdowns and high maintenance costs.</i> 	Value loss through shoddy work	URF, in concert with MoWT, should include a budget line for procurement of supervision vehicles for all URF DAs in the ITIS Programme budget for FY 2023/24.

S/N	Finding	Risk/Effect	Recommendation
9.	<p>Lack of paved road network</p> <ul style="list-style-type: none"> <i>The entire road network was unpaved with gravel and earth sections.</i> 	Dusting nuisance during dry seasons; slipperiness during wet seasons; disgruntled road users	URF should expand its Board Special Project of tarmacking in TCs (Enhanced Maintenance) to include districts that don't have any paved road network.
10.	<p>Absence of culvert end structures.</p> <ul style="list-style-type: none"> <i>Some of the cross culverts installed at low spots had no headwalls and wingwalls to provide retention of backfill at culvert end points.</i> 	A risk of premature failure of culvert crossings.	DA should make reference to the MoWT Technical Manual for District Road Works (TMDRW) Volume 4 Manual A for guidance on construction of culvert end structures.
11.	<p>Continual loss of trained equipment operators to the private sector which offered more remunerative work.</p> <ul style="list-style-type: none"> <i>Equipment operators were at a pay of UGX 220,000 per month (U8) compared to those in the private sector at UGX 950,000 per month and above.</i> 	Mismanagement of force account equipment.	URF should collaborate with MoWT to engage MoPS on the prospect of migration of Equipment Operators from the less remunerative U8 salary scale to employment contract terms benchmarked against private sector remuneration for equipment operators.

3.3.7 Performance Rating of Road Maintenance Programme in Sheema District

The performance rating of Sheema district against Key Performance Indicators (KPIs) was as summarised in Table 3.12.

Table 3.12: Performance Rating of Sheema District, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	32.5	-	-	-	50.000	18.9%	0.0%	
RMeM	49	9.0	-	0%	214.000	81.1%	0.0%	
PM	-	-	-	-	-		0.0%	
Total					264.000	100.0%	0.0%	Physical performanc e score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performa nce Score, F	Remark	
g			h	i		F = i / h		
434.899			108.725	-		0.0%		
Performance Rating of Sheema District against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							0.0%	Poor

As can be observed from Table 3.44, the district's physical and financial performance was quantified as 0%. This was occasioned by the tardy receipt of funds in the last month of Q1. The funds and works were thence rolled over to Q2 of the fiscal year.

3.4 Sheema Municipal Council

3.4.1 Background

Sheema Municipal Council had a total road network of 408.2 km, of which 0 km (0%) was paved and 408.2 km (100%) was unpaved. The condition of the road network was: 14% in good condition, 56% in fair condition, and 30% in poor condition.

3.4.2 Sheema Municipal Roads

The municipal council had a total annual road maintenance budget of UGX 602.260 million for FY 2022/23. Road maintenance works planned under Sheema municipal council for implementation in FY 2022/23 were as shown in Table 3.13. It can be seen from Table 3.13 that a total of 239 km was planned to receive routine manual maintenance, 121 km was planned to receive routine mechanised maintenance, and 6.5 km was planned to receive periodic maintenance with a total budget of UGX 602.26 million.

Table 3.13: Sheema MC Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of DA	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Sheema MC	602,260,472	239	121	6.5
Total	602,260,472	239	121	6.5

3.4.3 Financial Performance

Table 3.14 shows the performance of downstream remittances to Sheema MC in terms of timeliness and completeness as at end of Q1 FY 2022/23.

Table 3.14: Downstream Remittances to Sheema MC, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual road maintenance budget released by MoFPED	25%				35.01 %
Date of MoFPED release to URF	19-Aug-2022; 31-Aug 2022				
% of MC annual budget released by URF	25%				Cumulatively
Date of URF release to MC	19-Aug-2022; 31-Aug 2022				
Date of receipt on LG TSA Account	27-Sep-2022				
Delay from start of quarter	88 days				Calendar days
Delay from date of URF release	27 days				Calendar days

At the end of Q1 FY 2022/23, the municipal council had received a total of UGX 150.565 million (25% of IPF) of which UGX 0 million (0% of funds released) had been expended. As can be seen in Table 3.15, the absorption of the municipal council stood at 0%. This was occasion by the inordinately late receipt of funds which were only realised in the last week of the quarter, and as such rolled over to Q2.

Table 3.15: Absorption of Available Funds by Expenditure Category in Sheema MC, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	c = a+b	d	e = (d/Σc) x 100
RMM (by Road gangs)	-	29,600,000	29,600,000	-	-
RMeM (by FA)	-	42,599,385	42,599,385	-	-
PM (by FA)	-	40,000,000	40,000,000	-	-
Mechanical repairs & maintenance	-	21,865,733	21,865,733	-	-
Other Qualifying works	-	7,268,480	7,268,480	-	-
Operational expenses	-	9,231,520	9,231,520	-	-
Total	-	150,565,118	150,565,118	-	100%

3.4.4 Physical Performance

The work plan for FY 2022/23 was progressed as follows: routine manual maintenance was undertaken to an extent of 0 km (0% of what was planned); routine mechanised maintenance was undertaken to an extent of 0 km (0% of what was planned); and periodic maintenance was undertaken to an extent of 0 km (0% of what was planned).

No works were undertaken in Q1 FY 2022/23 due to receipt of funds in the last week of the quarter. At the time of the monitoring field visit, which was undertaken in quarter 2, some works had been undertaken as set forth: RMM on Mutojo Katagata Ryariyonga (6 km) at UGX 600,000 to cover bush clearing, grubbing, desilting drainage, and patching potholes; culvert making, installation, and river training at UGX 12 million; RMM on Nyakashambya –Kihunda –Kyabahaya

(12 km) at a cost of UGX 600,000 to cover bush clearing, grubbing, desilting drainage, and patching potholes; among others. Some of the road maintenance works that were undertaken are shown in Figure 3.3.



Sheema MC: The municipality was making its own concrete pipe culverts using moulds and trained labourers.



Sheema MC: River training done at inlet and outlet channels of a stream culvert crossing on a swamp on Roadside-Kemikyera road (2 km) under RMM.

Figure 3. 3: Photographs in Sheema Municipality

3.4.5 Mainstreaming of Environmental and Social Safeguards

The municipality mainstreamed environmental protection through construction of road drainage structures to mitigate flooding and planted trees along road reserve edges.

Gender equity was being mainstreamed through encouraging both men and women to apply for road gang jobs.

HIV/AIDS awareness was being mainstreamed through putting short messages of HIV/AIDS on signboards for road projects.

3.4.6 Key Issues Sheema MC

The key issues from the findings in Sheema MC were as summarised in Table 3.16.

Table 3.16: Key Issues - Sheema MC

S/N	Finding	Risk/Effect	Recommendation
1.	<p>Inadequate road maintenance funds from URF.</p> <ul style="list-style-type: none"> <i>The IPFs had persistently remained short of the road maintenance needs of the DA. Worse still, budget implementation was marred by spiralling commodity prices, not least fuel.</i> 	<ul style="list-style-type: none"> Continual degradation of the road network and growing road maintenance backlog Dissatisfied road users Increased equipment idle time 	<ul style="list-style-type: none"> URF should engage MoWT and MoFPED more often on the rebalancing of road sector funds towards maintenance, away from development in a bid to grow the road maintenance budgets in the short to medium term. URF should heighten pursuance of 2G Fund status as a long-term solution to inadequate funding for road maintenance.
2.	<p>Lack of reliable supervision transport.</p> <ul style="list-style-type: none"> <i>The DA lacked a sound supervision car and motorcycles; the JMC pickups were old with frequent breakdowns and high maintenance costs.</i> 	Value loss through unsupervised shoddy work.	URF, in harness with MoWT, should mobilise funds for procurement of supervision vehicles for LGs in FY 2023/24.
3.	<p>Lack of a road unit to undertake roadworks by force account.</p> <ul style="list-style-type: none"> <i>The municipality had not yet received a road unit since its creation.</i> <i>Time sharing of equipment with other agencies remained a challenge as funding was received at the same time.</i> 	Expensive hire of equipment.	MoWT should prioritise cities, municipalities, and new districts in the next consignment of equipment to be procured.
4.	<p>Understaffing of the works and technical services department.</p> <ul style="list-style-type: none"> <i>The existing structure of the department was inadequate for the Force Account approach to works, and worse still, it was grossly understaffed.</i> 	Unbearable workload for the few staff available leading to operational inefficiencies.	MoLG, MoWT, and MoPS should work in concert to revise the current staff structure of works and technical services department in local governments to align it with the force account

S/N	Finding	Risk/Effect	Recommendation
			demands.
5.	Lack of paved road network <ul style="list-style-type: none"> <i>The entire road network was unpaved with gravel and earth sections.</i> 	Dusting nuisance during dry seasons; slipperiness during wet seasons; disgruntled road users	URF should expand its Board Special Project of tarmacking in TCs (Enhanced Maintenance) to include MCs that don't have any paved road network.

3.4.7 Performance Rating of Road Maintenance Programme in Sheema Municipality

The performance rating of Sheema Municipality against Key Performance Indicators (KPIs) was as summarised in Table 3.17.

Table 3.17: Performance Rating of Sheema Municipality, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	239	120	-	0.0%	139.500	33.0%	0.0%	
RMeM	121	22	-	0.0%	226.932	53.6%	0.0%	
PM	6.5	4.5	-	0.0%	56.828	13.4%	0.0%	
Total					423.260	100.0%	0.0%	Physical performanc e score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performan ce Score, F	Remark	
g			h	i		F = i / h		
602.260			150.565	-		0.0%		
Performance Rating of Sheema MC against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							0.0%	Poor

As can be observed from Table 3.31, the municipality's physical and financial performance was quantified as 0%. This was occasioned by the tardy receipt of funds in the last week of Q1. The funds and works were thence rolled over to Q2 of the fiscal year.

3.5 Terego District Local Government

3.5.1 Background

Terego District had a total road network of 223.4 km, of which 0 km (0%) was paved and 223.4 km (100%) was unpaved. The condition of the unpaved road network was: 16% in good condition, 28% in fair condition, and 56% in poor condition.

3.5.2 Terego District Roads

The district had a total annual road maintenance budget of UGX 374.393 million for district roads for FY 2022/23. In addition, the district had 1 town council - Leju with a total annual road maintenance budget of UGX 39.418 million and 6 sub-counties (Uriama, Bileafe, Odupi, Aii-vu, Omugo and Katrini) with a total annual road maintenance budget of UGX 93.458 million in FY 2021/22 as shown in Table 3.18.

Table 3.18: Terego District Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of Designated Agency & Sub-Agencies	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Terego District Local Government	374,393,163	223.4	33.33	1.1
Leju Town council	39,418,700	20.8	8	
<u>Sub Counties</u>				
1. Uriama	13,247,310		2.8	
2. Bileafe	10,362,690		2.2	
3. Odupi	19,960,180		4.2	
4. Aii-vu	17,247,230		3.6	
5. Omugo	19,048,030		4.0	
6. Katrini	13,592,900		2.9	
Total	507,270,203	244.4	61	1.1

3.5.3 Financial Performance

Table 3.19 shows the performance of downstream remittances to Terego District in terms of timeliness and completeness as at end of Q1 FY 2022/23.

Table 3.19: Downstream Remittances to Terego District, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual road maintenance budget released by MoFPED	20.39%				Cumulatively
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				

Item	Q1	Q2	Q3	Q4	Remarks
% of DLG annual budget released by URF	20.39%				Cumulatively
Date of URF release to District LG	17-Aug-2022; 31-Aug-2022				
Date of receipt on LG TSA Account	27-Sept-2022				
Delay from start of quarter	87 days				Calendar days
Delay from date of URF release	27 days				Calendar days

A summary of performance of the releases against the station budget is shown in Table 3.20 where it can also be seen that absorption stood at 0% of the releases.

Table 3.20: Summary of Financial Performance at Terego District, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	B	c	d = b+c	e	f = e/d
507,270,203	-	103,452,966	103,452,966	-	0%

Absorption against the various expenditure categories was as shown in Table 3.21.

Table 3.21: Absorption of Available Funds by Expenditure Category of Terego District, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	B	c = a+b	d	e = (d/Σc) x 100
RMM (by Road gangs)	-	23,555,000	23,555,000	-	0%
RMeM (by FA)	-	41,180,291	41,180,291	-	0%
PM (by FA)	-	-	-	-	0%
Mechanical repairs and maintenance	-	3,750,000	3,750,000	-	0%
Other Qualifying works	-	21,088,000	21,088,000	-	0%
Operational expenses	-	4,025,000	4,025,000	-	0%
Total	-	93,598,291	93,598,291	-	0%

Note:

Inability to absorb funds in Q1 FY 2022/23 was due to the following:

1. Lack of access to road equipment as most districts were busy with them.
2. Delays in recruiting the gang leaders for routine manual maintenance.
3. Delays in accessing the funds through the IFMIS system as the system was not available at the district, except at the regional service centre in Arua City.

3.5.4 Physical Performance

The work plan for Q1 FY 2022/23 was progressed as follows: No routine manual maintenance was undertaken on the roads (0% of what was planned); routine mechanised maintenance was undertaken on 0 km (0% of what was planned); and periodic maintenance was undertaken on 0 km (0% of what was planned). Some of the roads planned for maintenance in Q1 FY 2022/23 that were inspected are shown in Figure 3.4.



Terego District: Section of Agurua – Alikua road in a poor state and a bottleneck. Failures due to poor drainage in a water-logged area. Catchwater drains and deep side drains



Terego District: Access to Terego District Headquarter.

should be constructed to drain the road.

Figure 3.4: Photograph of Agurua - Alikua road inspected in Terego District

3.5.4 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through sensitization of communities by the Environment officer and provision of seedlings to communities where the planned road interventions are being executed.

Gender equity was being mainstreamed through recruitment of at least 50% of the workforce as women.

HIV/AIDS awareness was being mainstreamed through public awareness creation by the office of the District Health Officer and District Community Development Officer.

3.5.5 Key Issues Terego DLG

The key issues from findings in Terego DLG were as summarised in Table 3.22.

Table 3.22: Key Issues - Terego DLG

S/N	Issue / Challenge	Risk/Effect	Recommendation / Strategy for improvement
1.	Lack of road equipment	Delayed or no implementation of planned roadworks	MoLG should engage MoWT and MoFPED to secure funds for acquisition of equipment for new districts.
2.	Inadequate funding for road maintenance	Unaccomplished planned works and worsening conditions of roads	URF should engage MoWT and MoFPED to increase funding for road maintenance.
3.	Budget cuts	Road conditions worsening	Government should operationalise the URF Act to guarantee funding for road maintenance.
4.	Lack of supervision transport	Difficulties in quality control and timely planning	MoLG should engage MoWT and MoFPED to secure funds for acquisition of supervision transport for DLs.
5.	IFMIS challenges in access and functionality, hence delays in accessing funds	i. Difficulty in processing payments. ii. Delays in completing works within the planned quarter iii. Delayed absorption of funds	MoFPED should assess the gaps in IFMIS and address them to ameliorate the efficiency of IFMIS and ease communication and speedy processing of funds.

3.5.6 Performance Rating of Road Maintenance Programme in Terego DLG

The performance rating of Terego DLG against Key Performance Indicators (KPIs) was as summarised in Table 3.23.

Table 3.23: Performance Rating of Terego DLG against KPIs, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	223.4	223.4	-	0.0%	187.920	32.5%	0.0%	Delays in recruiting gang leaders
RMeM	33.33	6.03	-	0.0%	183.315	67.5%	0.0%	Lack of equipment
PM								
Total					271.238	100.0%	0.0%	Physical performance score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performance Score, F		Remark
G			H	i		F = i / h		
374.393			93.598	-		0.0%		
Performance Rating of Terego DLG against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							0.0%	Poor

3.6 Dokolo District Local Government

3.6.1 Background

The district had a total road network of 421.7 km of which 7.5 km (1.8%) was paved and 414.2 km (98.2%) was unpaved. The condition of the road paved network was: 29% in good condition, 57%

in fair condition, and 14% in poor condition. The condition of the road unpaved network was: 15% in good condition, 29% in fair condition, and 56% in poor condition.

The district (inclusive of 2 town councils and 10 sub-counties) had a total annual road maintenance budget of UGX 611.934 million for FY 2022/23. Road maintenance works planned under Dokolo district and its sub-agencies for implementation in FY 2022/23 were as shown in Table 3.24. It can be seen from Table 3.24 that a total of 98 km was planned to receive routine manual maintained, 46 km was planned to receive routine mechanised maintenance, and 0 km was planned to receive periodic maintenance.

Table 3.24: Dokolo DLG Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of Designated Agency & Sub-Agencies	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Dokolo DLG	379,966,875	90	38	-
Dokolo TC	151,690,303	8	8	-
CARs	80,277,530			
Total	611,934,708	98	46	-

3.6.2 Dokolo district roads

The district planned maintenance activities in Q1 FY 2022/23 included periodic maintenance of 0 km, routine mechanised maintenance of 30 km, and routine manual maintenance of 13 km. All the works were planned to be done using force account in line with the prevailing policy guidelines.

3.6.3 Financial Performance

In Q1 FY 2022/23, the district local government received a total of UGX 132.914 million (21.7% of IPF). Table 3.25 shows the performance of downstream remittances to Dokolo district in the time period Q1 FY 2022/23.

Table 3.25: Downstream Remittances to Dokolo District Roads Maintenance, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual budget released by MoFPED	21.7%				Cumulatively
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				
% of DLG Annual Budget released by URF	21.7%				Cumulatively
Date of URF release to District LG	17-Aug-2022; 31-Aug-2022				

Item	Q1	Q2	Q3	Q4	Remarks
Date of receipt on LG TSA Account	30-Sept-2022				
Delay from start of quarter	87 days				Calendar days
Delay from date of URF release	27 days				Calendar days

A summary of performance of the releases against the budget for Dokolo district roads (district, town councils and Community Access roads) is shown in Table 3.26 where it can be seen that absorption stood at 0% of the releases.

Table 3.26: Summary of Financial Performance of Dokolo district roads, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = e/d
611,934,708	-	132,914,295	132,914,295	-	0%

Absorption against the various expenditure categories was as shown in Table 3.27.

Table 3.27: Absorption of Available Funds by Expenditure Category of Dokolo district roads, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	B	c = a+b	d	e =(d/Σc) x 100
RMM (by Road gangs)	-	0	0	-	0%
RMeM (by FA)	-	67,953,925	67,953,925	-	0%
PM (by FA)	-	0	0	-	0%
Mechanical repairs and maintenance	-	14,248,758	14,248,758	-	0%
Other Qualifying works	-	4,838,807	4,838,807	-	0%
Operational expenses	-	7,950,229	7,950,229	-	0%
Total	-	94,991,719	94,991,719	-	0%

Inability to absorb funds in Q1 FY 2022/23 was essentially due to delays in accessing the funds through IFMIS.

3.6.4 Physical Performance

The work plan for Q1 FY 2022/23 had been progressed as follows: No routine manual maintenance had been undertaken on the roads (0% of what was planned); no routine mechanised maintenance had been undertaken on the roads (0% of what was planned); and no periodic maintenance was planned for in FY 2022/23. Some of the roads planned for maintenance in Q1 FY 2022/23 that were inspected are shown in Figure 3.5.



Dokolo district: Beibil – Barlela road –overgrown vegetation forming canopy & narrowing the road; clogged drains and water ponding along the road due to lack of culverts/cross drains.



Dokolo district: Beibil – Barlela road – Lowlying section in water logged area requiring raising and cross drains.



Dokolo district: Barlela - Akuki road – Through a swamp, has become a bottleneck requiring major drainage improvement works.

Dokolo district: Beibil – Barlela road – No offshoots since they were blocked by the communities; large and deep potholes & gullies and silted drains; road loss of camber requiring heavy grading.



Dokolo district: A section on Barlela - Akuki road – in a fair condition; requiring RMM.

Figure 3.5: Photographs of roads inspected in Dokolo District

3.6.5 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through allocating a budget for screening and sensitization. All the screening reports produced stated possible impacts and made recommendations on remedies. Beginning FY 2022/23, tree planting was made part of protection interventions undertaken.

Gender equity was being mainstreamed through employment of both men and women in roadworks.

HIV/AIDS awareness was being mainstreamed through distribution of condoms as works progressed and inclusion of short cautionary messages on signboards of major road projects.

3.6.6 Key Issues Dokolo DLG

The key issues from findings in Dokolo DLG were as summarised in Table 3.28.

Table 3.28: Key Issues – Dokolo DLG

S/N	Finding	Risk/Effect	Recommendations / Strategies for improvement
1.	Inadequate funds for road maintenance and rehabilitation.	Many road sections not maintained and backlog of maintenance increasing.	URF and MoWT should engage MoFPED to provide more funding for road maintenance and rehabilitation.
2.	Lack of supervision vehicles	Limited presence in the field and ineffective supervision of road maintenance leading to difficulties in quality control and timely planning of operations.	MoLG should engage MoWT and MoFPED to secure funds for acquisition of supervision transport for DLGs.
3.	Blockage of mitre drains and pulling of ox-drawn ploughs on the roads.	Destruction of road surface leading to faster deterioration of the roads and reduce level of service.	DLGs should formulate and implement bye-laws that regulate road usage in their jurisdictions.
4.	Unregulated axle loads on DUCAR networks	Causing destruction, bottlenecks, and early deterioration of the road networks.	MoWT should develop regulations on axle load control on DUCAR networks.

3.6.7 Performance Rating of Road Maintenance Programme in Dokolo District

The performance rating of Dokolo district against Key Performance Indicators (KPIs) was as summarised in Table 3.29.

Table 3.29: Performance Rating of Dokolo DLG against KPIs, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	90	30	0	0.0%	52.500	24.7%	0.0%	Delays in accessing the funds.
RMeM	38	13	0	0.0%	160.000	75.3%	0.0%	
PM								
Total					212.500	100.0%	0.0%	Physical performance score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performance Score, F		Remark
g			h	i		F = i / h		
379.966			94.991	0.000		0.0%		
Performance Rating of Dokolo DLG against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							0.0%	Poor

3.7 Lira District Local Government

3.7.1 Background

The district had a total road network of 446.6 km of district roads of which 0.7 km (0.2%) was paved and 445.9 km (99.8%) was unpaved. The condition of the paved road network was 100% in good condition. The condition of the unpaved road network was: 18% in good condition, 27% in fair condition, and 55% in poor condition.

The district had a total annual road maintenance budget of UGX 587.061 million for FY 2022/23. Of this, UGX 494.456 million was for the district roads and UGX92.601 million for the community access roads in the sub-counties. Road maintenance works planned under Lira district and its sub-agencies for implementation in FY 2022/23 were as shown in Table 3.30. It can be seen from Table 3.30 that a total of 0 km was planned to receive routine manual maintained, 133.1 km was planned to receive routine mechanised maintenance, 0 km was planned to receive periodic maintenance, and 15 lines of culverts.

Table 3.30: Lira DLG Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of DA /SA	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Lira district roads	494,456,960	-	80.0	-
Lira CARs	92,601,120	-	53.1	-
Total	587,061,086	-	133.1	-

3.7.2 Lira district roads

Under URF funding, planned maintenance activities in FY 2022/23 included periodic maintenance 0 km, routine mechanised maintenance of 80 km, and routine manual maintenance of 0 km. All the works were planned to be done using force account in line with the prevailing policy guidelines.

3.7.3 Financial Performance

In Q1 FY 2022/23, the district local government received a total of UGX 123.614 million (21% of IPF). Table 3.31 shows the performance of downstream remittances to Lira district in the time period Q1 FY 2022/23.

Table 3.31: Downstream Remittances to Lira District Roads Maintenance, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual budget released by MoFPED	21.06%				Cumulatively

Item	Q1	Q2	Q3	Q4	Remarks
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				
% of DLG Annual Budget released by URF	21.06%				Cumulatively
Date of URF release to District LG	17-Aug-2022; 31-Aug-2022				
Date of receipt on LG TSA Account	23-Sept-2022				
Delay from start of quarter	84 days				Calendar days
Delay from date of URF release	22 days				Calendar days

A summary of performance of the releases against the budget for Lira district roads is shown in Table 3.32 where it can also be seen that absorption stood at 40.1% of the releases.

Table 3.32: Summary of Financial Performance of Lira district roads, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2020/21 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	B	c	d = b+c	E	f = e/d
587,061,086	-	123,614,990	123,614,990	49,631,000	40.1

Absorption against the various expenditure categories was as shown in Table 3.33.

Table 3.33: Absorption of Available Funds by Expenditure Category of Lira district roads, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
a	b	c = a+b	d	e = (d/Σc) x 100	
RMM (by Road gangs)	-	-	-	-	
RMeM (by FA)	-	72,002,240	72,002,240	18,500,000	15%
PM (by FA)	-	-	-	-	
Mechanical repairs and maintenance	-	23,981,250	23,981,250	15,000,000	12.1%

Expenditures Category	Funds rolled over from 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
Other Qualifying works	-	5,515,000	5,515,000	5,515,000	4.5%
Operational expenses	-	22,116,500	22,116,500	10,616,000	8.6%
Total	-	123,614,000	123,614,000	49,631,000	40.1%

3.7.4 Physical Performance

The work plan for Q1 FY 2022/23 had been progressed as follows: no routine manual maintenance had been undertaken, routine mechanised maintenance had been undertaken on 7.4 km (100.0% of what was planned), and no periodic maintenance was planned for in FY 2022/23. Some of the roads planned for maintenance in Q1 FY 2022/23 that were inspected are shown in Figure 3.6.



Lira district: Akor-Ogur subcounty road (10.3 km) – in fair to poor state. Gullies along the road in steep sections; side drains silted; no offshoots and some blocked by communities; blocked culverts; overgrown vegetation because road gangs had not been deployed for 3 years owing to inadequate funds; bottlenecks in swampy sections.



Lira district: Corner Amach – Amach T.C. road (7.4 km) - Bush clearing, shaping and compaction done, and the road was in good condition.

Figure 3.6: Photographs in Lira District

3.7.5 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through sensitisation of communities, screening and mitigation measures by Environment Officer & tree planting.

Gender equity was being mainstreamed by Advocacy meetings.

HIV/AIDS awareness was being mainstreamed by sensitising communities on HIV/AIDS protection and control, and distribution of condoms.

3.7.6 Key Issues Lira DLG

The key issues from findings in Lira DLG were as summarised in Table 3.34.

Table 3.34: Key Issues - Lira DLG

S/N	Finding	Risk/Effect	Recommendations / Strategies for improvement
1.	Overgrown vegetation on roads.	Sight distance is affected hence high risks of accidents on roads.	Lira DLG should re-engage road gangs when resources are available.
2.	Poor drainage – road drains were choked with silt and debris.	Causes of road chokes hence increasing travel time on roads.	Lira DLG should re-engage road gangs for desilting when resources are available.
3.	Inadequate funds for road maintenance and rehabilitation.	Many road sections are not maintained and backlog of maintenance increases.	URF and MoWT should engage MoFPED to provide more funding for road maintenance and rehabilitation.

3.7.7 Performance Rating of Road Maintenance Programme in Lira District

The performance rating of Lira district against Key Performance Indicators (KPIs) was as summarised in Table 3.35.

Table 3.35: Performance Rating of Lira DLG against KPIs, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	-	-	-	0.0%	0.000	0.000%	0.0%	Late release of funds.
RMeM	80	7.4	7.4	100.0%	296.779	100.0%	100.0%	
PM								
Total					296.779	100.0%	100.0%	Physical performance score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performance Score, F		Remark
g			h	i		F = i / h		
587.061			123.614	49.631		40.1%		
Performance Rating of Lira DLG against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							88.0%	Good

3.8 Rukungiri Municipal Council

3.8.1 Background

Rukungiri Municipal Council had a total road network of 185.5 km, of which 1.82 km (0.98%) was paved and 183.7 km (99.02%) was unpaved. The condition of the paved road network was: 0% in good condition, 34% in fair condition, and 66% in poor condition. The condition of the unpaved road network was: 20.1% in good condition, 36.9% in fair condition, and 43% in poor condition.

3.8.2 Rukungiri Municipal Roads

The municipal council had a total annual road maintenance budget of UGX 531.126 million for FY 2022/23. Road maintenance works planned under Rukungiri municipal council for implementation in FY 2022/23 were as shown in Table 3.36. It can be seen from Table 3.36 that a total of 104.7 km was planned to receive routine manual maintenance, 105.2km was planned receive routine mechanised maintenance with a total budget of UGX 531.126 million.

Table 3.36: Rukungiri MC Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of DA	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Rukungiri MC	531,126,151	104.7	105.2	-
Total	531,126,151	104.7	105.2	-

3.8.3 Financial Performance

Table 3.37 shows the performance of downstream remittances to Rukungiri MC in terms of timeliness and completeness as at end of Q1 FY 2022/23.

Table 3. 37: Downstream Remittances to Rukungiri MC, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR annual road maintenance budget released by MoFPED	25%				Cumulatively
Date of MoFPED release to URF	19-Aug-2022; 31-Aug 2022				
% of MC annual budget released by URF	25%				Cumulatively
Date of URF release to MC	19-Aug-2022; 31-Aug 2022				
Date of receipt on LG TSA Account	9 sept 2022; 22 Sept 2022				

Item	Q1	Q2	Q3	Q4	Remarks
Delay from start of quarter	40 days, 83 days				Calendar days
Delay from date of URF release	22 days, 23 days				Calendar days

At the end of Q1 FY 2022/23, the municipal council had received a total of UGX 132.781 million (25% of IPF) of which UGX 83.871 million (63% of funds released) had been expended. Expenditures were comprised of UGX 6.807 million (5.1% of funds released) on payment for routine manual maintenance works; UGX 51.060 million (38.5% of funds released) on payment for routine mechanised maintenance works; periodic maintenance works were not planned for; and UGX 14.400 million (10.8% of funds released) on payment for mechanical repairs, other qualifying works (emergencies), and operational costs as depicted in Table 3.38.

Table 3.38: Absorption of Available Funds by Expenditure Category in Rukungiri MC, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	C = a+b	d	$e = (d / \sum c) \times 100$
RMM (by Road gangs)	-	37,831,300	37,831,300	6,807,280	5%
RMeM (by FA)	-	63,146,600	63,146,600	51,060,240	38.5%
PM (by FA)	-	-	-	-	-
Mechanical repairs & maintenance	-	14,400,200	14,400,200	14,400,200	10.8%
Other qualifying works (Emergencies)	-	-	-	-	-
Operational expenses	-	17,403,431	17,403,431	11,555,903	8.7%
Total	-	132,781,531	132,781,531	83,823,623	63%

3.8.4 Physical Performance

The work plan for FY 2022/23 was progressed as follows: routine manual maintenance was undertaken to an extent of 10 km (9.6% of what was planned); routine mechanised maintenance was undertaken to an extent of 29.9 km (28.4% of what was planned); and periodic maintenance was not undertaken.

The works undertaken for Q1 FY 2022/23, for routine mechanised maintenance, were as follows: Butagatsi Upper and lower road (0.9 km) at UGX 2 million, Ruruku-Kirite road (1.9 km) at UGX 4 million, Nyamabaare-Kafunda road (1.8 km) at UGX 3 million, Rubabo-Marumba-Kafunjo road (1.5 km) at UGX 3 million, Nyakibale-Kihindi-Katwekamwe road (7.2 km) at UGX 15 million, Nyamayeje-Marumba road (2.68 km) at UGX 5 million, Rwagana-Kabahirayo road (2.65 km) at UGX 3 million, Ndimbirwe road (1.6 km) at UGX 3 million, Valley road (1.25 km) at UGX 2 million and Kayembe road (1.68 km) at UGX 1 million.

Some of the road maintenance works that were undertaken are shown in Figure 3.7.



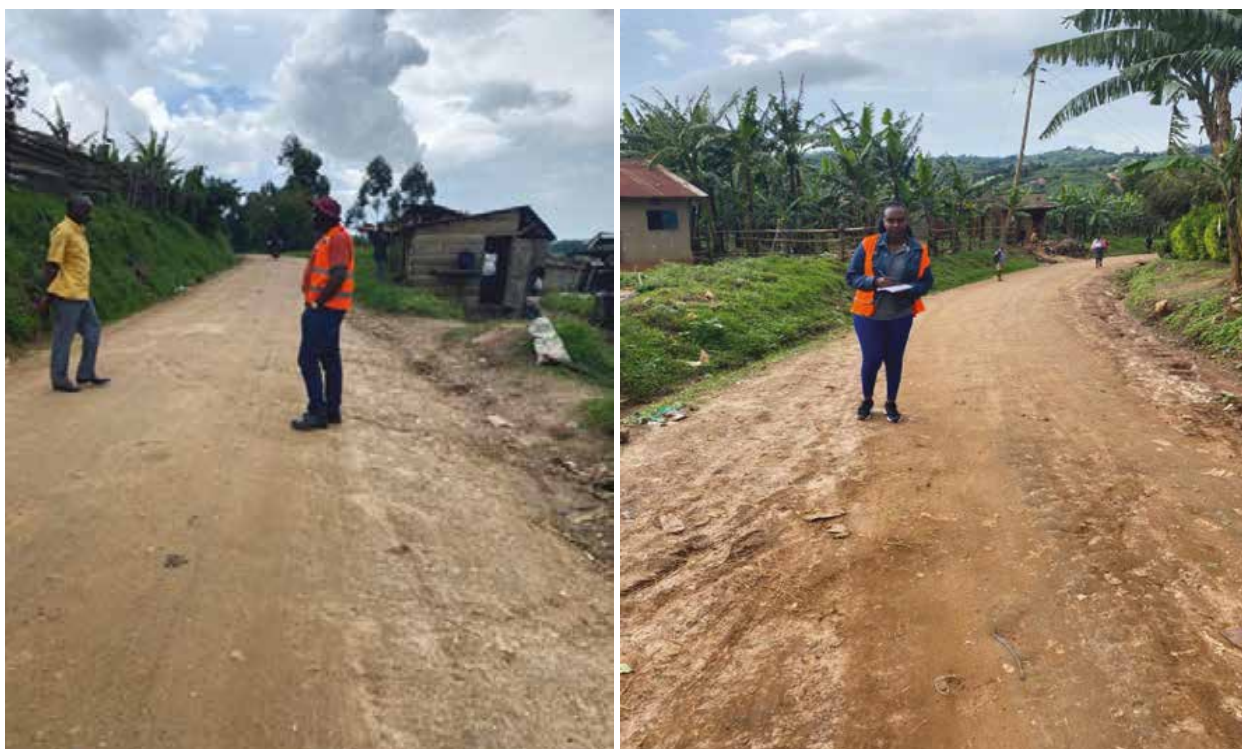
Butagatsi Upper and Lower Road (1 km) underwent heavy grading, shaping, and spot gravelling under routine mechanized maintenance. However, one of the sections of the road required drainage improvement.



Kayembe road (1.68 km) underwent heavy grading, shaping, and spot gravelling under routine mechanised maintenance.



Nyamabaare-Marumba road (2.68 km) underwent heavy grading, shaping, and spot gravelling under routine mechanised maintenance.



Nyakibale-Kihindi road (6.16 km) underwent grading, shaping, and spot gravelling under routine mechanised maintenance.

Figure 3. 7: Photographs in Rukungiri Municipality

3.8.5 Mainstreaming of Environmental and Social Safeguards

The municipality mainstreamed environmental protection through reinstating of gravel borrow pits after exploitation and planting trees in road reserves.

Gender equity was being mainstreamed through considering both males and females during recruitment of LBCs, of which 65% were women.

HIV/AIDS awareness was being mainstreamed through putting short messages of HIV/AIDS on signboards of road projects and through sensitisation of road workers on HIV/AIDS during monthly site meetings.

3.8.6 Key Issues Rukungiri MC

The key issues from the findings in Rukungiri MC were as summarised in Table 3.39.

Table 3.39: Key Issues - Rukungiri MC

S/N	Finding	Risk/Effect	Recommendation
1.	Frequent breakdown of road equipment especially the Changlin motor grader.	Affects implementation of planned activities and increases the cost of maintenance of road equipment.	MC should be given new road equipment/ machines.
2.	Lack of reliable supervision transport. <ul style="list-style-type: none"> The municipality lacked a sound supervision car and motorcycles; the JMC pickup was old with frequent breakdowns and high maintenance costs. 	Value loss through shoddy work.	URF should consider allowing DAs to prioritise procurement of supervision transport in FY 2023/24 using road maintenance budgets.
3.	Budget cuts and late release of funds.	Failure to accomplish planned activities for the FY and hence rolling over the backlog to the subsequent FYs.	Releasing budgets 100% as planned and doing this by the 15 th day of the 1 st month of the quarter as planned.
4.	Inadequate cap on budget line for operational expenses i.e., 4.5% of IPF. <ul style="list-style-type: none"> This cap had remained persistently inadequate to cover all operational costs. 	A risk of encroaching on funds available for actual road maintenance operations.	DA should migrate operational expenses for actual roadworks, like supervision costs, from the budget line of operational costs and instead tag them onto road schemes as part of their maintenance cost. Once this is observed, the 4.5% cap should suffice.
5.	Lack of a road unit to undertake works by force account. <ul style="list-style-type: none"> Time sharing of equipment with other agencies remained a challenge as funding was received at the same time. 	Expensive hire of equipment	MoWT should prioritise municipalities in the next consignment of equipment to be procured.
6.	Absence of culvert end structures. <ul style="list-style-type: none"> The stream culverts installed under emergency works had no headwalls and wingwalls to provide retention of backfill at culvert end points 	A risk of premature failure of culvert crossings.	DA should make reference to the Uganda Technical Manual for District Road Works (TMDRW) Volume 4 Manual A for guidance on construction of culvert end structures.

S/N	Finding	Risk/Effect	Recommendation
7.	Frequent Flash floods.	Washing away of road sections and drainage structures like bridges and culverts.	a) Improvement of conservation of the environment. b) Carrying out research and Engineering designs of appropriate drainage structures for the heavy stormwater. c) Regular de-silting/dredging of rivers and streams.

3.8.7 Performance Rating of Road Maintenance Programme in Rukungiri Municipality

The performance rating of Rukungiri Municipality against Key Performance Indicators (KPIs) was as summarised in Table 3.40.

Table 3.40: Performance Rating of Rukungiri Municipality, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	104.7	104.7	10	9.6%	157.202	41.5%	3.9%	
RMeM	105.2	26.3	29.9	114%	221.481	58.5%	66.7%	
Total					378.683	100.0%	70.6%	Physical performa nce score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performan ce Score, F		Remark
g			h	i		F = i / h		
531.126			132.781	83.871		63%		
Performance Rating of Rukungiri MC against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							69.1%	Fair

3.9 Rukungiri District Local Government

3.9.1 Background

The district had a total road network of 346 km of district roads of which 0 km (0%) was paved and 346 km (100%) was unpaved. The condition of the road network was: 20% in good condition, 12% in fair condition, and 68% in poor condition. The district had a total annual road maintenance budget of UGX 511.411 million for FY 2022/23. In addition, the district had 4 town councils with a total annual road maintenance budget of UGX 160.355 million and 9 sub-counties with a total annual road maintenance budget of UGX 138.750 million. Road maintenance works planned under Rukungiri district and its sub-agencies for implementation in FY 2022/23 were as shown in Table 3.41. It can be seen from Table 3.41 that a total of 126.8 km was planned to receive routine manual maintenance, 86 km was planned to receive routine mechanised maintenance,

and 27.8 km was planned to receive periodic maintenance with a total budget of UGX 810.516 million.

Table 3.41: Rukungiri DLG Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of DA/SA	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Rukungiri District	511,411,070	100	86	-
Kebisoni T. C.	39,418,700	6.0	-	5.4
Buyanja T. C.	42,098,922	7.70	-	9.9
Rwerere T. C.	39,418,700	7.70	-	2.6
Bikurungu T. C.	39,418,700	5.4	-	9.9
Rukungiri CARs	138,750,140	-	-	-
Total	810,516,233	126.8	86	27.8

3.9.2 Rukungiri district roads

Under URF funding, planned maintenance activities in FY 2022/23 included periodic maintenance of 0 km, routine mechanised maintenance of 86km, and routine manual maintenance of 100 km. All the works were planned to be done using force account in line with the prevailing Force Account Policy Guidelines.

3.9.3 Financial Performance

In Q1 FY 2022/23, the district local government received a total of UGX 167.941 million (20.7% of IPF) of which UGX 127.852 million (76.1% of funds received) was transferred to district roads, UGX 40.088 million (23.9% of funds received) was transferred to town council roads, and UGX 0 (0% of funds received) was transferred to community access roads. Table 3.42 shows the performance of downstream remittances to Rukungiri district in the time period Q1 FY 2022/23.

Table 3.42: Downstream Remittances to Rukungiri District Roads Maintenance, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR Annual budget released by MoFPED	25%				Cumulatively
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				
% of DLG Annual Budget released by URF	22.1%				Cumulatively
Date of URF release to	17-Aug-				

Item	Q1	Q2	Q3	Q4	Remarks
District LG	2022; 31-Aug-2022				
Date of receipt on LG TSA Account	8-Sept-2022;20 Sept 2022				
Delay from start of quarter	69 days, 81 days				Calendar days
Delay from date of URF release	22 days, 34 days				Calendar days

A summary of performance of the releases against the budget for Rukungiri district roads is shown in Table 3.43 where it can be seen that absorption stood at 85.4% of the releases.

Table 3.43: Summary of Financial Performance of Rukungiri district roads, Q1 FY 2022/23

Approved Budget FY 2022/23(UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = e/d
511,411,070	0	127,852,768	127,852,768	108,814,047	85.4%

Absorption against the various expenditure categories was as shown in Table 3.44.

Table 3.44: Absorption of Available Funds by Expenditure Category on Rukungiri district Roads, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	C = a+b	d	e = (d/Σc) x 100
RMM (by Road qanqs)	-	9,737,998	9,737,998	8,179,918	6.4
RMeM (by FA)	-	69,500,000	69,500,000	58,380,000	45.8
PM (by FA)	-				
Mechanical repairs & Maintenance	-	30,379,000	30,379,000	24,518,360	19.3
Other Qualifying works (culvert making & Installation)	-	8,614,270	8,614,270	8,614,270	6.8

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
Operational expenses	-	9,121,500	9,121,500	9,121,500	7.1
Total	-	127,352,767	127,352,767	108,814,047	85.4%

3.9.4 Physical Performance

The work plan for FY 2022/23 had been progressed as follows: routine manual maintenance had been undertaken to an extent of 15.3 km (15.3% of what was planned); routine mechanised maintenance had been undertaken to an extent of 25.8 km (30% of what was planned).

The works undertaken for Q1 FY 2022/23, by works category, were as follows: routine manual maintenance of: Rukungiri-Rubabo-Nyarushanje road (5.3 km) at UGX 2 million, Kyomera-Nyabukumba-Ihindiroad road (2.3 km) at UGX 1 million, Kebisoni-Mabanga-Kihanga-Ikuniro road (4.9km) at UGX 1 million, Buyanja-Nyakagyeme road (3.5km) at UGX 1 million and Kisiizi-Nyarurambi-Kamaga road (5.2km) at UGX 1 million; routine mechanised maintenance on Rukungiri –Rubabo-Nyarushanje road (27.8 km) at UGX 58 million.

Some of the road maintenance works that were undertaken are shown in Figure 3.8.



Rukungiri–Rubabo–Nyarushanje road (27.8 km) underwent heavy grading, spot gravelling opening of offshoots and desilting under routine mechanized maintenance. However, installing of culverts was still underway.

Figure 3.8: Photographs in Rukungiri District

3.9.5 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through restoration of gravel borrow areas, and planting trees in road reserves.

Gender equity was being mainstreamed by encouraging both men and women to apply for road gang jobs during community mobilisation for road gang recruitment.

HIV/AIDS awareness was being mainstreamed through putting short messages of HIV/AIDS on signboards for road projects and through sensitization of road workers on HIV/AIDS during monthly site meetings.

3.9.6 Key Issues Rukungiri DLG

The key issues from findings in Rukungiri DLG were as summarised in Table 3.45.

Table 3.45: Key Issues - Rukungiri DLG

S/N	Finding	Risk/Effect	Recommendation
1.	Lack of reliable supervision transport. <ul style="list-style-type: none"> The district lacked a sound supervision car and motorcycles; the JMC pickup was old with frequent breakdowns and high maintenance costs. 	Value loss through shoddy work.	URF should consider allowing DAs to prioritise procurement of supervision transport in FY 2023/24 using road maintenance budgets.
2.	Funding cuts and late release of funds.	Failure to accomplish planned activities for the FY and hence rollover of activities to ensuing FYs.	Releasing budgets 100% as planned and doing this by the 15 th day of the first month of the quarter as planned.
3.	Frequent breakdown of road equipment especially the Changlin motor grader.	Affects implementation of planned activities and increases the cost of maintenance of road equipment.	DA should be given new road equipment/ machines.
4.	Frequent flash floods.	Washing away of road sections and drainage structures like bridges and culverts.	<ul style="list-style-type: none"> a) Improvement of conservation of the environment. b) Carrying out research and Engineering designs of appropriate drainage structures for the heavy stormwater. c) Regular desilting/dredging of rivers and streams.
5.	Lack of a road unit to undertake works by force account. <ul style="list-style-type: none"> Time sharing of equipment with other agencies remained a challenge as funding was received at the same time. 	Expensive hire of equipment.	MoWT should prioritise Districts without equipment in the next consignment of equipment to be procured.

3.9.7 Performance Rating of Road Maintenance Programme in Rukungiri District

The performance rating of Rukungiri district against Key Performance Indicators (KPIs) was as summarised in Table 3.46.

Table 3.46: Performance Rating of Rukungiri District, Q1 FY 2022/23

Physical Performance								
	Annual Planne d Quanti ty FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	100	25	15.3	61.2%	136.598	38.8%	23.7%	
RMeM	86	27.8	25.8	92.8%	215.000	61.2%	56.8%	
Total					351.598	100	80.5%	Physical performanc e score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performan ce Score, F	Remark	
g			h	i		F = i / h		
511.411			127.852	108.814		85.4%		
Performance Rating of Rukungiri District against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							81.5%	Good

3.10 Rubanda District Local Government

3.10.1 Background

The district had a total road network of 317 km of district roads of which 0 km (0%) was paved and 317 km (100%) was unpaved. The condition of the road network was: 27.4% in good condition, 24% in fair condition, and 48.6% in poor condition. The district had a total annual road maintenance budget of UGX 402.246 million for FY 2022/23. In addition, the district had 2 town councils with a total annual road maintenance budget of UGX 130.122 million and 7 sub-counties with a total annual road maintenance budget of UGX 90.677 million. Road maintenance works planned under Rubanda district and its sub-agencies for implementation in FY 2022/23 were as shown in Table 3.47. It can be seen from Table 3.47 that a total of 110 km was planned to receive routine manual maintenance, 81.7 km was planned to receive routine mechanised maintenance,

and 62.85 km was planned to receive periodic maintenance with a total budget of UGX 623,046 million.

Table 3.47: Rubanda DLG Roads Maintenance Programme – Annual Work plan FY 2022/23

Name of DA/SA	Annual Budget FY 2022/23 (UGX)	Routine Manual Maintenance (km)	Routine Mechanised Maintenance (km)	Periodic Maintenance (km)
Rubanda District	402,246,537	95	81.7	-
Hamurwa T. C.	90,703,927	13	-	10.20
Rubanda T. C.	39,418,700	2	-	16.45
Rubanda CARs	90,677,789	-	-	36.2
Total	623,046,953	110	81.7	62.85

3.10.2 Rubanda district roads

Under URF funding, planned maintenance activities in FY 2022/23 included periodic maintenance of 0 km, routine mechanised maintenance of 81.7 km, and routine manual maintenance of 95 km. All the works were planned to be done using force account in line with the prevailing Force Account Policy Guidelines.

3.10.3 Financial Performance

In Q1 FY 2022/23, the district local government received a total of UGX 133,092 million (21.4% of IPF) of which UGX 100,561 million (75.6% of funds received) was transferred to district roads, UGX 32,530 million (24.4% of funds received) was transferred to town council roads, and UGX 0 million (0% of funds received) was transferred to community access roads. Table 3.48 shows the performance of downstream remittances to Rubanda district in the time period Q1 FY 2022/23.

Table 3.48: Downstream Remittances to Rubanda District Roads Maintenance, Q1 FY 2022/23

Item	Q1	Q2	Q3	Q4	Remarks
% of DUCAR Annual budget released by MoFPED	25%				Cumulatively
Date of MoFPED release to URF	17-Aug-2022; 31-Aug-2022				
% of DLG Annual Budget released by URF	22.1%				Cumulatively
Date of URF release to District LG	17-Aug-2022; 31-Aug-2022				
Date of receipt on LG TSA Account	8-Sept-2022; 20 Sept 2022				

Item	Q1	Q2	Q3	Q4	Remarks
Delay from start of quarter	69 days, 81 days				Calendar days
Delay from date of URF release	22 days, 34 days				Calendar days

A summary of performance of the releases against the budget for Rubanda district roads is shown in Table 3.49 where it can be seen that absorption stood at 77.5% of the releases.

Table 3.49: Summary of Financial Performance of Rubanda district roads, Q1 FY 2022/23

Approved Budget FY 2022/23 (UGX)	Funds rolled over from FY 2021/22 (UGX)	Receipts Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Absorption Q1 FY 2022/23 (%)
a	b	c	d = b+c	e	f = e/d
402,246,537	-	100,561,634	100,561,634	77,920,700	77.5%

Absorption against the various expenditure categories was as shown in Table 3.50.

Table 3.50: Absorption of Available Funds by Expenditure Category on Rubanda district Roads, Q1 FY 2022/23

Expenditures Category	Funds rolled over from FY 2021/22 (UGX)	Releases Q1 FY 2022/23 (UGX)	Available Funds Q1 FY 2022/23 (UGX)	Expenditure Q1 FY 2022/23 (UGX)	Expenditure as a % of Available Funds
	a	b	C = a+b	d	e = (d/Σc) x 100
RMM (by Road qanqs)	-	23,500,000	23,500,000	9,500,000	9.4%
RMeM (by FA)	-	36,377,501	36,377,501	32,000,000	31.8%
PM (by FA)	-	-	-	-	-
Mechanical repairs & Maintenance	-	11,168,783	11,168,783	8,867,500	8.8%
Other Qualifying works (culvert making & Installation)	-	18,960,000	18,960,000	16,998,200	16.9%
Operational expenses	-	10,555,350	10,555,350	10,555,000	10.5%
Total	-	100,561,634	100,561,634	77,920,700	77.5%

3.10.4 Physical Performance

The work plan for FY 2022/23 had been progressed as follows: routine manual maintenance had been undertaken to an extent of 20.5 km (21.6% of what was planned); routine mechanised maintenance had been undertaken to an extent of 10 km (12.2% of what was planned); and periodic maintenance was not planned for in FY 2022/23.

The works undertaken for Q1 FY 2022/23, by works category, were as follows: routine manual maintenance of: Nfasha-Kagunga-Mugyera road (20.5 km) at UGX 9 million; routine mechanised maintenance of: Bugongi-Bwindi-Butambi road (16 km) at UGX 32 million, Kalungu-Kerere road (20.5km) at UGX 16 million.

Some of the road maintenance works that were undertaken are shown in Figure 3.9.



Nyakanengo-Kalungu-Kerere road (12 km) underwent spot gravelling, installation of culverts, grading and shaping under routine mechanized maintenance. However, due to the flash floods, part of the road section had been washed out and the road was impassable during site inspections.



Bugongi-Bwindi-Butambi (16 km) underwent heavy grading, compaction, spot gravelling, and removal of mudslides under routine mechanized maintenance. However, installation of culverts in some sections of the road had not been addressed.



Nyamable-Habushoro-Kiyembe road (6 km) underwent emergency works that involved removal of mudslides, heavy grading, spot gravelling, compaction and bush clearing under routine mechanized maintenance. However, drainage improvement and spot gravelling were still underway for some sections of the road.

Figure 3.9: Photographs in Rubanda District

3.10.5 Mainstreaming of Environmental and Social Safeguards

The district mainstreamed environmental protection through restoration of gravel borrow areas, and, environmental screening of major road projects before and after implementation in order to ensure compliance with environmental protection.

Gender equity was being mainstreamed by encouraging both men and women to apply for road gang jobs during community mobilisation for road gang recruitment.

HIV/AIDS awareness was being mainstreamed through putting short messages of HIV/AIDS on signboards for road projects, and through sensitisation of road workers on HIV/AIDS by the district HIV focal person through radio programmes.

3.10.6 Key Issues Rubanda DLG

The key issues from findings in Rubanda DLG were as summarised in Table 3.51.

Table 3.51: Key Issues - Rubanda DLG

S/N	Finding	Risk/Effect	Recommendation
1.	Lack of reliable supervision transport. <ul style="list-style-type: none"> The district lacked a sound supervision car and motorcycles; the JMC pickup was old with frequent breakdowns and high maintenance costs. 	Value loss through shoddy work.	URF should consider allowing DAs to prioritise procurement of supervision transport in FY 2023/24 using road maintenance budgets.
2.	Existence of mountainous terrain covering most of the road network.	Creates steep slopes with high velocity flows causing uncontrollable flooding every rainy season.	Thorough engineering designs required to overhaul the drainage system and improve stormwater flows.

S/N	Finding	Risk/Effect	Recommendation
3.	Damage of recently maintained roads by overloaded trucks transporting various commodities.	High unit cost of road maintenance.	DA should: <ul style="list-style-type: none"> • Come up with bylaws barring overloaded trucks from traversing its road network; and • Work with Police to curb this vice.
4.	Funding cuts and late release of funds.	Failure to accomplish annual planned activities for the FY and hence rollover of incomplete works to following FYs.	URF, through MoFPED, should ensure funding the budget 100% as planned and releasing it by the 15 th day of the first month of the quarter as planned.
5.	Frequent flash floods.	Washing away of road sections and drainage structures like bridges and culverts.	a) Improvement of conservation of the environment. b) Carrying out research and Engineering designs of appropriate drainage structures for the heavy stormwater. c) Regular desilting/dredging of rivers and streams.
6.	Lack of road maintenance funding from URF to 8 Town councils (TCs) in Rubanda DLGL: Bubare TC, Kacerere TC, Nshanjare TC, Habuhutu TC, Hamuhambo TC, Kashasha TC, Muko-Butare TC, and Ruhija TC.	Failure to achieve annual planned outputs.	URF should consider improvement of the funding capacity of the DA as per their submitted work plans and budgets to URF.

3.10.7 Performance Rating of Road Maintenance Programme in Rubanda District

The performance rating of Rubanda district against Key Performance Indicators (KPIs) was as summarised in Table 3.52.

Table 3.52: Performance Rating of Rubanda District, Q1 FY 2022/23

Physical Performance								
	Annual Planned Quantity FY 2022/23 (km)	Cum. Planned Quantity Q1 FY 2022/23 (km)	Cum. Achieved Quantity Q1 FY 2022/23 (km)	Score (%)	Budget FY 2022/23 (UGX Million)	weight based on budget	Weighted Score (%)	Remark
		a	b	c = b/a	d	e = d/Σd	p = c x e	
RMM	95	23.75	20.5	86.3%	79.000	28%	24.2%	
RMeM	81.7	16.0	10	62.5%	158.600	56.1%	35%	
Culverts	7	1	1	100%	44.880	15.9%	15.9%	
Total					282.480	100%	75.1%	Physical performan ce score, P = Σp
Financial Performance								
IPF FY 2022/23 (UGX Million)			Available Funds Q1 FY 2022/23 (UGX Million)	Cum. Expenditure Q1 FY 2022/23 (UGX Million)		Financial Performa nce Score, F	Remark	
g			h	i		F = i / h		
402.246			100.561	77.920		77.5%		
Performance Rating of Rubanda District against KPIs, Q1 FY 2022/23							Overall Score (%) = [P x 80%] + [F x 20%]	Dashboard Color
							75.6%	Good

4.0 Key Challenges, Risks, and Recommended Actions

4.0 Key Issues, Risks, and Recommended Actions

4.1 National Roads

The key issues, risks, and recommended actions identified on the National Roads Maintenance Programme included:

- i. Insufficient equipment for the network size and/or obsolete equipment with high breakdown rate/high maintenance costs - *There was a risk of failure to implement some planned works within the FY.*

It was therefore recommended that:

UNRA plans and improves the equipment capacity of its stations in order to improve efficiency and effectiveness of the national roads maintenance programme.

- ii. Over commitment on works implemented using framework contracts - *There was a risk of accumulation of unpaid certificates.*

It was therefore recommended that:

UNRA should, going forward, ensure that call-off orders under framework contracts are in sync with available funds in the annual work plans submitted to URF.

- iii. Mismatch between quarterly releases for equipment operations and those for roadworks: the releases for equipment operations were being depleted ahead of exhaustion of the releases for roadworks - *There was a risk of failure to implement planned works within the FY.*

It was therefore recommended that:

UNRA rationalises and matches quarterly allocations and releases for equipment operations with those for roadworks.

- iv. Frequent silting of the road drainage structures in built-up areas due to huge volumes of surface runoff - *There was a risk of faster road degradation.*

It was therefore recommended that:

UNRA equips the Stations with wheeled excavators to undertake regular desilting of side drains on paved roads.

- v. Failure to undertake roadworks within standard widths and to exploit gravel sources in road reserves due to encroachments on road reserves - *There was a risk of narrow roads and safety hazards to neighbouring developments.*

It was therefore recommended that:

UNRA undertakes road reserve demarcation on the entire national road network; sensitizes road side communities to steer clear of the road reserves; and conducts forceful evictions where amicable vacation of road reserves cannot be reached.

4.2 DUCAR network

The key issues, risks, and recommended actions identified within the DUCAR agencies included:

- i. Inadequate equipment necessitating increased hire of missing equipment on DUCAR network. Time sharing of equipment with other agencies remained a challenge as funding was received at the same time - *There was a risk of reduced road maintenance outputs.*

It was therefore recommended that MoWT:

Takes stock of equipment in all LGs with intent to identify those that have incomplete road units and resource them with missing key equipment.

Prioritises cities and municipalities in the next consignment of equipment to be procured.

Adequately resources the Regional Mechanical Workshops with pool equipment required for complementing equipment at LGs.

- ii. Inadequate road maintenance funds from URF. The IPFs persistently remained short of the road maintenance needs of the LGs – *There was a risk of continual degradation of the road network and increase of road maintenance backlog.*

URF was to:

Engage MoWT and MoFPED more often on the rebalancing of road sector funds towards maintenance, away from development in a bid to grow the road maintenance budgets in the short to medium term.

Progress pursuance of 2G Fund status as a long-term solution to inadequate funding for road maintenance.

- iii. Lack of reliable supervision transport. The agencies lacked sound supervision cars and motorcycles; the JMC pickups were old with frequent breakdowns and high maintenance costs - *There was a risk of value loss through shoddy work that went unsupervised.*

It was therefore recommended that:

URF, in concert with MoWT, include a budget line for procurement of supervision vehicles for all URF DAs in the ITIS Programme budget for FY 2023/24.

- iv. Lack of paved road network - *There was a risk of a dusting nuisance during dry seasons, slipperiness during wet seasons, and disgruntled road users.*

URF was to, subject to availability of funding:

Expand its Board Special Project of tarmacking in TCs (Enhanced Maintenance) to include districts and municipalities that didn't have any paved road network.

- v. Understaffing of the works and technical services departments: The existing structures of the works and technical services departments were inadequate for the force account approach to works, and, had unfilled critical positions - *There was a risk of unbearable workload for the few staff available leading to operational inefficiencies.*

It was therefore recommended that:

MoLG, MoWT, and MoPS work in concert to revise the current staff structure of works and technical services departments in local governments to align them with the force account demands.

DAs fill the vacant key positions in the works and technical services departments to enable effective supervision of works and reporting.

URF was to:

Prioritise rollout of regional Technical Support Units (TSUs) for the LGs to augment their capacity to implement the road maintenance programmes.



Prudence - Transparency - Integrity - Value

Executive Director
Uganda Road Fund
5th Floor Twed Towers
Plot 10, Kafu Road, Nakasero
P.O.Box 7501, Kampala



DESIGNED AND PRINTED BY

BrandCare
COMMERCIAL PRINTING | LARGE FORMAT PRINTING | SIGNAGE

Office: +256 200 905 483,
Mobile : +256 757 586 713
www.brandcare.org