

ROAD FUND FOCUS

A PUBLICATION ON ROAD
MAINTENANCE FINANCING



INAUGURAL EDITION
SEPTEMBER - NOVEMBER 2021

MESSAGE FROM THE EXECUTIVE DIRECTOR

Our business is
improving the road user
experience for everyone.



Welcome to our first issue of the Uganda Road Fund Focus Newsletter. What a way to usher in our eleventh-year milestone! We have the first periodic newsletter, a new board chairperson and a permanent home.

Road maintenance is a key priority for the government because of the consequences of neglecting roads due for maintenance.

Every time I go to the field, one message is constant when I ask a road user what they think about the government's commitment to roads. They respond: "Once government commits to doing a road, they do not stop until it is complete." The Fund seeks to ensure sustainability in road maintenance financing, which is a key enabler for quality of life. Whether a person is going for business, medical care, or

tourism; a well-maintained road is all they care about.

We want to facilitate a mechanism of public awareness where every road user is aware of their responsibility and knows the roles of respective road agencies. This newsletter is an opportunity for readers to know what we do and how to be involved in what we do. Feel free to share with us all your stories regarding Ugandan roads.

Nice reading.

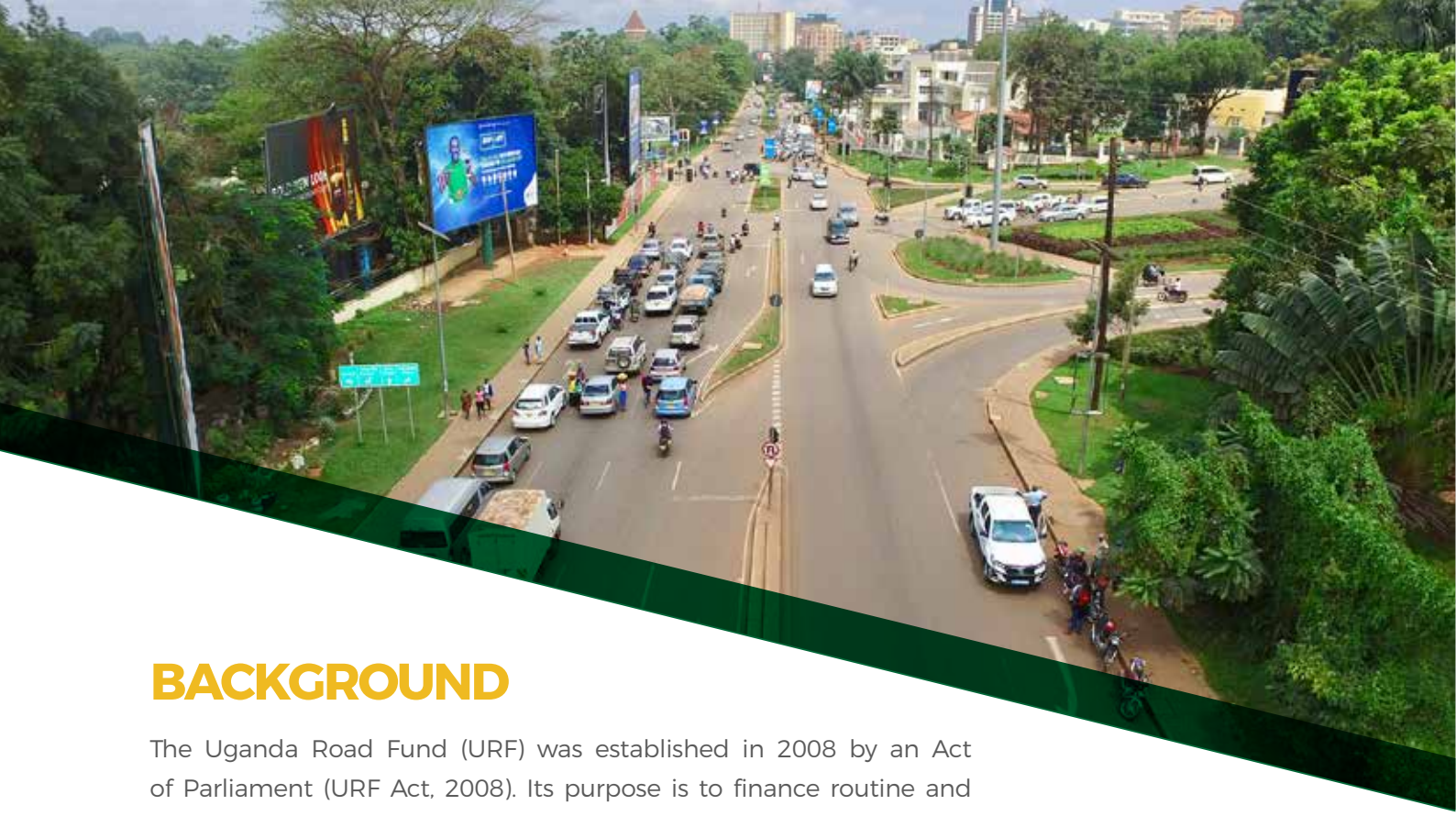
A handwritten signature in black ink, reading "Dr. Eng Andrew Naimanye". The signature is stylized and fluid, written on a white background.

Dr Eng Andrew Naimanye,
Executive Director.



Every road user matters

Uganda Road Fund Staff pose for a group photo with road users during the 2021 Road User Satisfaction Survey exercise in Moroto.



BACKGROUND

The Uganda Road Fund (URF) was established in 2008 by an Act of Parliament (URF Act, 2008). Its purpose is to finance routine and periodic maintenance of public roads in the country. It started operations in January 2010. The Fund derives its mandate from section 6 of the URF Act 2008. URF has a mandate to provide adequate and stable financing to maintain the 80,000km public roads in Uganda, principally from road user charges (RUCs).

VISION

To provide Adequate, Reliable, Timely and Sustainable financing for road maintenance for a safe and efficient network.

MISSION

To provide effective and sustainable financing of maintenance for public roads, build partnerships with stakeholders and serve with integrity

CORE VALUES

- Prudence
- Transparency
- Integrity
- Value

MANDATE

To Collect Road User Charges (RUCs) and manage the funds so collected to finance road maintenance programmes.

A MILESTONE TO CELEBRATE

WE MOVED INTO OUR PERMANENT HOME

We have a permanent home. The modern state-of-the-art office complex at Plot 39 Nakasero Road, Kampala, was jointly developed by Uganda Road Fund and PPDA. The completed 12-level Complex has a total of 15,179 square metres that include: 3 basement levels for 153 parking spaces; 7 floors of office space and training rooms; and 2 floors of a 305 seater conference hall.

The PPDA-URF Towers will strengthen the institutional capabilities of both agencies for better service delivery and sustainability in line with NDP III. The office block saves government rental money, which will be ploughed back into road maintenance and other crucial government expenditures.

This is a pioneer landmark office complex, only

one of its kind that two government institutions have ever developed. The two separate wings are connected by a central circulation core consisting of shared facilities such as lifts, the main staircase, lavatories and pantries. Other facilities include a parking lot, cafeteria, Day-care centre, gymnasium, conference hall, general reception and lobby.

A development agreement was signed by the two institutions in 2016 and witnessed by the Finance ministry. Construction commenced on 28, November 2017, and was completed on 31, August 2021. The office complex was funded by the Government of Uganda at UGX 57,413,405,540. The construction works were executed by Seyani Brothers &Co.(U) Ltd and Parbat Siyani Construction Ltd Joint Venture. The project was supervised by Symbion Uganda Ltd.



WE ARE ENTRUSTED WITH GETTING FEEDBACK FROM ALL ROAD USERS

2021 NATIONAL ROAD USER SATISFACTION SURVEY CONDUCTED SUCCESSFULLY

Uganda Road Fund held the 2021 Road user satisfaction Survey in March and April in line with COVID-19 guidelines. Dr. Eng. Andrew Naimanye, ED, Uganda Road Fund, flagged off the teams that conducted The 2021 Road User Satisfaction Survey On 23, March 2021. The 2021 Road User Satisfaction Survey (RUSS) is the eighth of its kind in Uganda and the third to be undertaken by URF. The survey involves randomly selecting and interviewing road users at predetermined points on all categories of public roads, including national roads, which UNRA manages, Kampala City roads managed by KCCA, District roads

maintained by the various Districts, and Urban roads managed by Municipal Authorities, Cities and Town Councils. The sample also includes commuters at ferry crossings.

A sample of 6000 road users from 7 road user groups: pedestrians, cyclists, motorcyclists, passengers, SUV/saloon car drivers, bus/matatu drivers, and truck drivers were targeted during the survey. The overall objective of the RUSS is to provide accountability and a monitoring mechanism through which road users give feedback to providers of services in the road sector. Results will be released soon.



2021 Road User Satisfaction Survey enumerator talks to a taxi driver in Kampala

URF GETS NEW BOARD CHAIRPERSON

Mr. Simon A. Madraru, is the new URF board chairperson. He will be leading the fourth URF board and also representing Passengers and Transporters on the Board. He takes on the mantle from Ms Roasmay Owino. For more than 9 years, Simon has served on several Boards.

He brings to the Board over 28 years of expertise in development planning, donor funds management, organisational development, leadership, human rights, education, team building, and project planning. Simon holds a Masters in International Human Rights with concentration in Development from the University of Denver, USA; BSC in Economics and Geography from Makerere University; and Postgraduate Diploma in Education from Makerere University.

Simon is passionate about the transport and construction sectors. He has been in the bus transport business since 2009. Simon is the current Director and Shareholder of Zawadi Services Ltd which provides services in the hospitality (hotel), transport (Buses) and construction sectors.

The Fund Management Board is a private-sector



majority led Board responsible for the oversight of the Fund. The Board has representation from the Ministry of Finance, Planning and Economic Development, Ministry of Works and Transport, Ministry of Local Government, Accounting professional, Freight forwarders, Engineering professional and Passengers and Uganda Professional Engineers. The Fund also received two Board members after retirement of the two Board members representing the Accounting Profession and Ministry of Finance respectively. The new Board members that joined are Mr. Hannington Ashaba and Ms. Dorothy Kiyaga Nseka.

THE NEW DIRECTION OF THE FUND

URF New Executive Director brings on board over 20 years of engineering experience on European and African continents



On 23rd July 2021, The Minister of Finance, Hon. Matia Kasaijja confirmed and appointed Dr. Eng. Andrew Naimanye as Executive Director (ED) of Uganda Road Fund. During his term, Dr. Eng. Andrew Naimanye will be focusing on sustainability in road maintenance financing, good governance, support to new cities, ensuring value for money, road asset preservation, ensuring sustained efforts on axle load control, advocacy for road safety, and timely release of funds.

Dr. Andrew was in an acting capacity as Executive Director since 1st November 2019. Dr. Eng. Andrew has a passion for sustainable infrastructure development, road safety, leadership, mentorship, and road maintenance. He is a UK Chartered Engineer (CEng) and a Registered Engineer (REng) in Uganda. Dr. Andrew holds a PhD in Transport Economics; Masters Degree in Transport Planning and Bachelors degree in Civil Engineering, all obtained from the University of Leeds (UK). He

had his high school education at Kings College Budo.

He joined URF as the pioneer Head of Programmes in 2010. During that time, Dr. Eng. Andrew Naimanye oversaw road maintenance work plans finance amounting to UGX 3.2 trillion and ensuring value for money. Before joining Uganda Road Fund, he worked in the United Kingdom for twelve years (12) in several FTSE listed Civil Engineering consultancy firms, rising to Associate Director at Waterman Group. He has served as a Vice-chairperson of the Uganda Road Safety Council under the Ministry of Works and Transport. Dr. Andrew is a member of the Institute of Corporate Governance Uganda (ICGU), the Old Budonian's Club and The Rotary club of Lubowa. He is also a Council member of All Saints Chapel Lweza.

A CHAT WITH STAFF

Meet Nassozi Ratifah, Graduate Intern, Policy and Strategy department.

When did you join URF?

I joined the fund in July 2020.

What is your view on the planned merger of Government Agencies?

To me, URF, has been of great importance in the transport sector as it has

played a crucial role in equally distributing funds for road maintenance to the Designated Agencies thus ensuring transparency in the allocation of funds, therefore, in my opinion, the idea of merging it would not be necessary.

What do you like about URF?

First of all, with the aid of good leadership, the fund fosters a sense of purpose for its employees as well as treating all employees fairly and equally.

In the same way, it's fertile ground for career growth and development as it creates and nurtures its employees for a path to the future.

What do you hate about URF?

I don't think there is anything to hate with the fund.

How can management improve?

From the different hierarchies of management (government), I think The Fund ought to be allocated more funds to further their evident services to the nation, for optimum results.

What do you cherish most in life?

My values and family

What is your Favourite food?

Quite tricky, but I mostly enjoy local food.

What are your hobbies?

Reading, writing, social networking and travelling.

Meet Apophia Kembabazi, Client Relations Officer.

When did you join URF?

I joined the fund in July 2017

What is your view on the planned merger of Government Agencies?

Gov't will disrupt service delivery with agency merging.

What do you like about URF?

I love the good working environment. Most employees at the Fund are so friendly, which makes it a family.

What do you hate about URF?

There is no room for growth of career and salary increment.

How can management improve?

The Board and Management should perform an annual review of incentive plans to ensure alignment with the organization strategic objectives.

What do you cherish most in life?

Happiness is what I cherish most.

What is your Favourite food?

Matooke and Eshabwe.

What are your hobbies?

Travelling, laughing with friends and playing with dogs.

Meet Agaba Stephen, Fund pioneer logistics assistant.

When did you join URF?

I joined the Fund on 10th May 2010

What's your view on the planned merger of Government Agencies?

I don't support the Government merging agencies like UNRA and URF. Before the agencies were created, roads were bad but there is now a difference. Upcountry access roads are better. When you are in Kampala, you don't see such impact but it is there.

What do you like about URF?

I like the freedom, impact peace of mind and good pay.

What do you hate about URF?

Teamwork is not working. Still needs improvement.

How can management improve?

Top management can work on teamwork.

What is your life motto?

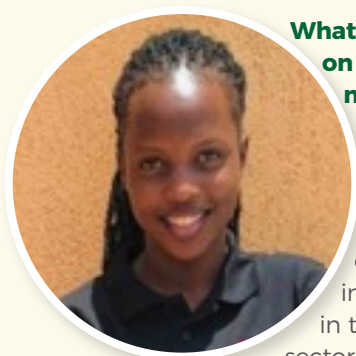
Everything you do, do fast. God is not late and never delays.

What do you cherish most in life?

Environment with trees.

What is your Favorite food?

Akalo, matooke and fish.



BOARD OF DIRECTORS





- 1 Mr. Gad Twesigye (Outing member)
- 2 Ms. Phoebe Muathe
- 3 Mr. Amajuru Simon Madraru (Chairman)
- 4 Eng. Alex Onen
- 5 Eng. Andrew Naimanye
- 6 Ms. Dorothy Kiyaga Nseka
- 7 Mr. Hannington Ashaba
- 8 Eng. Tony Kavuma.

COVID-19 IMPACT ON ROAD MAINTENANCE

Roads are a key enabler of every development, and as such, a well-maintained road network remains a key priority to universal health access. We are in the second year after the COVID-19 pandemic; we remain focused on our mandate: financing of road maintenance.

Just like any other sector, the world over, the pandemic affected the road maintenance financing gap. Before COVID-19, our funding level was at 50% of what is required. The Uganda Road Fund budget, just like other entities, was suppressed by up to 41.2% due to a projected shortfall in revenue and the need to respond to the COVID-19 emergency. URF needs UGX 1.2trillion annually to ensure that the entire road network worth \$7.5bn is well-maintained. However, Climate change

continues to threaten the existence of the road network. Uganda has experienced enhanced rains this year, causing floods in Kasese, other parts of the country, and damaging roads.

Financing road maintenance during the second wave has been equally challenging, but we have worked with agencies to prioritize and creatively use cost-effective ways while implementing road programmes. We have encouraged Designated Agencies to prioritize routine maintenance to ensure money impacts local economies and livelihoods. We adopted a different work routine to keep working in line with the Ministry of Health guidelines. Furthermore, we are investing heavily in ensuring staff safety, continued monitoring projects and timely releases of quarterly funds.





The Uganda Road Fund Board and KCCA Executive Director Dorothy Kisaka, inspecting the Centenary park lane road

ENHANCING ROAD USER EXPERIENCES THROUGH SPECIAL PROJECTS

Our intervention is addressing traffic congestion, pedestrian safety, flooding, and connectivity

Greater Kampala Metropolitan area has the highest road user traffic in the country. Our road traffic is growing at nearly 6% per annum, which must be addressed. The Fund has embarked on a special project to improve road user experiences on the road through decongestion of busy mains, dust elimination through paving, opening up alternative roads, elevating the status of suburbs around the city through paving of key roads.

Every year, Uganda Road Fund embarks on special projects that are outside the routine planned works of Designated Agencies. The project interventions are meant to develop, improve, upgrade, or maintain a section or a road. We are identifying more roads to reduce congestions. Special projects may be extended periodic

maintenance and upgrading roads from gravel to paved roads. Criteria for determining Special projects: The traffic count should be high at over 200 cars and above per day; the road should be able to decongest a major road; the areas where the road is located should be developed to make economic sense; the terrain is also a determinant because gravel roads on hilly terrain are difficult to maintain.

The roads are also enhancing development as they open up access to housing estates and markets. We are working with Kampala City Council Authority and UNRA on these projects. Centenary park lane, one of the roads that have already been completed, is already decongesting Jinja road roundabout as well as Garden city. The road was rehabilitated at the cost of UGX 14bn.

Current Special projects directly funded by the Uganda Road Fund.

No.	Agency	Road details	Purpose and benefits
	KCCA	Centenary parklane (0.7km) . Upgrading of Centenary Park Lane and pedestrian walkway (0.7km) at UGX 2.8bn • Completed	<ul style="list-style-type: none"> • To improve traffic management in the City and decongestion of Airtel and Garden city round about. • Reduced Journey time.
	KCCA	Cecilia road 1.2km – upgrading works and pedestrian walkway at UGX 2.97bn • Completed	<ul style="list-style-type: none"> • Intervention was for inter-connectivity and decongestion of Nakawa, Bugolobi,-Luzira road. • Improving pedestrian safety.
	KCCA	Gaba By-pass road1km- Up grading works and pedestrian access at UGX 1.5bn • Ongoing project	<ul style="list-style-type: none"> • Intervention was that the difficult terrain/hilly, could not be easily maintained when the road was gravel. • Increased connectivity. The road is also in a heavily built up area. Opening the road brings the opportunity of connectivity to the lake shores in Munyonyo.
	KCCA	Naguru Vale 8km – Upgrading works and pedestrian Walkway at UGX 3bn. • Completed project	<ul style="list-style-type: none"> • To decongest traffic around Bukoto, Nakawa market rd, and Naguru Police Head quarter road.
	KCCA	Upper Kololo Terrace road 2km- Upgrading works and Pedestrian walkway at UGX 4.5bn • Completed	<ul style="list-style-type: none"> • The basis for the intervention was the severe deterioration ration given the significance of the road • Kololo is a highly built up area. It houses the most Embassies and Ambassadors' residences. • Road helps in traffic decongestion around Acacia, Mulago and Jinja road.
	UNRA	Lweza-Kigo road 6km and pedestrian walkway at UGX 8.7bn • Completed	<ul style="list-style-type: none"> • Better connectivity. Connect road users to the Hotel facility and housing estates.
	UNRA	Budo, Nakasozi, Nabingo -Access Road 6km and pedestrian walkway at UGX 20bn • Ongoing	<ul style="list-style-type: none"> • The intervention was interconnectivity and traffic decongestion of Entebbe road.

OUR ROAD MAINTENANCE FINANCING REMAINS DEPENDABLE AND PREDICTABLE

We are mandated to finance maintenance of public roads through Designated Agencies. URF is not an implementing agency, our mandate under Section 14 of the Uganda Road Fund Act 2008 is to authorize the release of funds to Designated Agencies. The Fund annually signs performance agreements with Designated Agencies that ensures that funds are put to their appropriate use. Designated agencies are responsible for implementing road maintenance programmes according to their annual work plans. Designated Agencies implement road maintenance programmes according to their annual work plans. The Designated Agencies are Uganda National Road Authority (UNRA), Kampala Capital City Authority (KCCA), and all Local Governments (Cities, Municipalities, Districts, and Town Councils)

Quarterly Fund Release	Designated Agency
Quarter 2 FY 2021/22 (October – December 2021)	Uganda Road Fund (URF) released UGX 84.6Bn in total. Uganda National Roads Authority (UNRA) – UGX 56bn Kampala Capital City Authority (KCCA) – UGX 3.5bn All Local governments (Districts, Cities, municipalities and community access roads) - UGX 26.1bn
Quarter 1 FY 2020/21(July-September)	Uganda Road Fund (URF) released UGX 73.1.Bn in total. Uganda National Roads Authority (UNRA) – UGX 47bn Kampala Capital City Authority (KCCA) – UGX 3.92bn All Local governments(Districts,Cities,municipalities and community access roads) - UGX 17.22bn
Quarter 4 FY 2020/21 (April-June 2021)	Uganda Road Fund (URF) released UGX 114.7Bn in total. Uganda National Roads Authority (UNRA) – UGX 75.19bn Kampala Capital City Authority (KCCA) – UGX 6.4bn All Local governments (Districts, cities, municipalities and community access roads) - UGX 30.1bn
Quarter 3 FY 2020/21(January-March 2021).	Uganda Road Fund (URF) released UGX 118.1Bn in total. Uganda National Roads Authority (UNRA) – UGX 76.6bn Kampala Capital City Authority (KCCA) – UGX 6.5bn All Local governments (Districts, cities, municipalities and community access roads) - UGX 28.6bn

Obituary



RHODA NATTABI SSEMUGERA

(April 1980 - June 2021)

In June, we lost our very own,
Mrs. Rhoda Nattabi Ssemugera who was our
Head of IT. She served with diligence and
will be dearly missed. #RIP

STAKEHOLDER ENGAGEMENT: DISTRICT ROADS COMMITTEES

Uganda Road Fund continues to engage District Roads Committee (DRCs) in road maintenance. Our staff, led by Manager of Policy and strategy, Eng. Ronald Namugera has been engaged in a process of sensitizing the new Members of Parliament to form the District Roads Committee across the Country. Members of the District Roads Committee (DRC) play their oversight role and ensure that funds released are adequately utilised as per approved agency road maintenance programmes. The committees approve the Physical and Financial accountabilities for the utilized funds. Through meetings and field visits, the committee tracks the performance of the programmes, ensuring all physical and financial accountability of resources.

In fulfilment of section 25(2) of the Uganda Road Fund Act, 2008, every District is required to constitute and operationalize a District Roads Committee (DRC). The members are the District Chairman, Mayors of local authorities in the District, Members of Parliament from the District, Chief Administrative Officer, District Engineer, Secretary for Works and Municipal Engineer as listed in Section 25(2) of the URF Act.

Lyantonde District Roads Committee meeting

Lyantonde DRC had a District Road Committee meeting in chaired by Hon. Kemirembe Pauline in September 2021.

Mr Muhangi Fred, (LCV Chairman), DISO, RDC .URF was represented by Manager of Policy and strategy, Eng. Ronald Namugera.



Kiruhura District Roads Committee meeting

Kiruhura District Roads Committee meeting in September. The meeting was chaired by Hon. Wilson Kajwengye - Chair DRC, Hon. Tayebwa Herbert, Kiberu Charles - CAO, Muhindo Amiradabu - RDC. The Uganda Road Fund team was led by Manager of Policy and strategy, Eng. Ronald Namugera.

Sheema District Roads Committee

Sheema District Roads Committee meeting was also held in September 2021. After the meeting, The District Roads Committee Chairman, Honourable Kateshumbwa, URF staff, and other members inspected the district road network spots that required emergency funding to restore connectivity after the meeting. The Uganda Road Fund team was led by Manager of Policy and strategy, Eng. Ronald Namugera.



ROAD SUB-SECTOR BY THE NUMBERS



The total national paved road network has increased by **41%** from **3,800** kilometres in 2016 to **5,400** kilometres today. (Budget Speech for

UGX 5.1 trillion has been allocated in the budget for the development of the integrated transport infrastructure and related services in FY 2021/2022. Out of this, Shs. **487.4 billion** is for road maintenance, and **Shs.135.9 billion** is for community roads improvement. (Budget Speech for Financial Year 2021/22)



Road transport is the most dominant mode, carrying **96.5% and 95%** of freight cargo and passenger traffic.

Our Current Designated Agencies

- 135 districts
- 31 municipals
- 10 cities
- KCCA
- UNRA



PICTORIAL



Western Uganda: Road user satisfaction survey exercise in Bushenyi along a Community Access Road



Enumerator talks to a woman in Kawempe during the 2021 Road User Satisfaction Survey exercise

PICTORIAL



Our Special projects: Centenary Park lane road tour by URF Board and KCCA ED



Dr Eng Andrew Naimanye, ED, Uganda Road Fund, flags off enumerators of the 2021 Road User Satisfaction Survey at URF Head offices



PICTORIAL



Central Uganda
Road user satisfaction survey exercise in Ntinda, Kampala



Central Uganda
Road user satisfaction survey exercise in Industrial area







LOCATION

Road Fund Headquarters

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