Infrastructure Transparency Initiative

Uganda

INFRASTRUCTURE MONITORING TOOL

2018

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Acknowledgments

CoST Uganda Multi-Stakeholder Group is privileged to present to the nation an infrastructure transparency monitoring pathway abridged from the CoST Infrastructure Data Standard. The development of this tool has been an all-inclusive process; various stakeholders from government, private sector, civil society and citizens took part in the long five months development process to have their contribution and concerns captured in the tool. We have no doubt that this is a hybrid tool that can be applied to all infrastructure projects at all levels of Government and for private sector. It is expected to inform our transparency levels, enhance citizens' participation and promote realisation of value for money.

We extend our acknowledgements to our Champion Ministry of Works and Transport for all the contributions to the tool, the State House Infrastructure Monitoring Unit, Ministries of Education and Sports, Health, Uganda Road Fund, Standard Gauge Railway, Civil Aviation Authority, the Civil Society Organizations, Uganda National Roads Authority, the journalists, independent consultants among others for the critique made on the tool.

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Finally we extend our special thanks to Ministry of Education and Sports and Wakiso District Local Government, the contractors, consultants, workers and communities around the projects that enabled the pre-testing exercise of the tool on the 8th May 2018.

We encourage all stakeholders at all levels, to adopt the use of this tool to enhance value for money, transparency, citizens' participation in the delivery of infrastructure projects in Uganda. If it has worked for you, why not recommend it to your neighbour for use as well.

For God and our Country;

Better lives from better infrastructure.

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Definitions

Project: a series of tasks that need to be completed in order to reach a specific goal/outcome.

Contract: a voluntary arrangement between two or more parties that is enforceable by law as a binding legal agreement

Client: The party for which service is rendered, the institution/agency using the services of the contractor

Consultant: a professional who provides expert advice in a particular area like electricity, Mechanics, Construction etc.

Contractor: A contractor is employed by the client and, is responsible for providing all of the material, labour, equipment and services necessary for the execution of the project.

Performance Security: A surety bond issued by an insurance company or a bank to guarantee satisfactory completion of a project by a contractor.

Project Design: Project Sequence of tasks in construction, planned from beginning to end; bounded by time, resources, & required results with defined outcome delivered according to design.

Supervising Engineer: The person under direction, to supervise the activities and staff within a specialized work unit engaged in an engineering project

Site engineer: The person who deals with everyone on the site and executes the project offers advice in the planning, co-ordination and supervision of technical aspects of construction projects.

Environment Impact Assessment (EIA): this is the assessment of the environmental consequences of a plan, policy, program, or actual project prior to the decision to move forward with the proposed action.

Social Management Plan (SMP): This refers to clearly defined action plans and emergency response procedures to account for human health and safety.

About CoST Uganda

CoST–the Infrastructure Transparency Initiative works with governments, industry and local communities around the world to get better value from public infrastructure investment by increasing transparency and accountability.

With a track record of saving money, delivering legal and institutional reforms and building the capacity of stakeholders, the initiative is ideally placed to drive future efforts on increasing transparency, accountability and cost-effectiveness in the delivery of public infrastructure.

As a multi-stakeholder initiative with participating countries spanning four continents, CoST promotes transparency by disclosing data from public infrastructure investment. This helps to inform and empower citizens, enabling them to hold decision-makers to account. Informed citizens and responsive public institutions can lead to the introduction of reforms that will reduce mismanagement, inefficiency, corruption and the risks posed to the public from poor infrastructure.

Like many other countries, Uganda's expenditure on public infrastructure is significant. On a yearly basis Uganda spends approximately 17% of its Gross Domestic Product (US$1 billion) on the sector. It is therefore vital to ensure that this expenditure results in quality projects, delivered on time.

Since joining CoST in 2014, Uganda has continually embraced the initiative, committing to its principles of Disclosure, Assurance, Multi-Stakeholder Working and Social Accountability. In line with this, Uganda's 'Vision 2040' places emphasis on the expansion and improvement of public infrastructure across many sectors; including tourism, transport, energy and health.

The **Vision** of CoST is: ***Better Lives from Better Infrastructure***

The **Mission** is: ***Disclose, validate & interpret infrastructure data to empower stakeholders to hold decision-makers to account.***

Strategic objectives of CoST Uganda;

i. To create a strategic platform for information sharing and joint advocacy with key stakeholders at different levels in implementation of public infrastructure projects in Uganda.

ii. To promote transparency, accountability and value for money in the delivery of public infrastructure projects in Uganda.

iii. To strengthen the capacity of stakeholders to generate, analyse, simplify and disseminate pro–active and re–active information on infrastructure projects in Uganda.

Why do we need CoST in Uganda?

Like many other countries, Uganda's expenditure on public infrastructure is significant. On a yearly basis, Uganda spends approximately 17% of its Gross Domestic Product (US$1 billion) on the sector. It is therefore vital to ensure that this expenditure results in quality projects, delivered on time.

Since joining CoST in 2014, Uganda has continually embraced the initiative, committing to its principles of Disclosure, Assurance and Multi-Stakeholder Working. In line with this, Uganda's 'Vision 2040' places emphasis on the expansion and improvement of public infrastructure across many sectors; including tourism, transport, energy and health.

Without significant improvements in the delivery of public infrastructure, up to US$5 trillion could be lost annually by 2030. An international effort to improve infrastructure delivery is essential and creates better value for everyone:

CoST is better value for governments because it demonstrates how public money is spent, identifies potential efficiency savings and complements reforms in the management of public finances and the procurement of infrastructure. In addition to developing transparency, CoST helps to increase the flow of direct overseas investment into a country's infrastructure sector.

CoST is better value for the private sector because it ensures a level playing field and reduces the costs and risks of doing business. This means that companies bidding for contracts can be confident that the process is taking place in a fair, open and competitive environment.

CoST is better value for communities because it ensures cost-effective delivery of improved infrastructure that changes lives. Communities gain access to work and markets through improved roads, clean drinking water and education in well-built schools and medical treatment in safe hospitals.

Table 1: Project and Contract Data for proactive disclosure

Project phrase	Project data	Contract phase	Contract Data
Last updated		Procurement	Procuring entity Procuring entity contact details Procurement process Contract type Contract status (current) Number of firms tendering Cost estimate Contract administration entity Contract title Contract firm(s) Contract price Contract scope of work Contract start date Contract duration
Project Indentification	Project reference number Project owner Sector, subsector Project name Project Location Purpose Project description		
Project Preparation	Project Scope (main output) Environmental impact Land and settlement impact Contact details Funding sources Project Budget Project budget approval date		
Project Completion	Project status (current) Completion cost (projected) Completion date (projected) Scope at completion (projected) Reasons for project changes Reference to audit and evaluation reports	Implementation	Variation to contract price Escalation of contract price Variation to contract duration Variation to contract scope Reasons for price changes Reasons for scope and duration changes

Table 2: Project and Contract Information for disclosure upon request

Project information	Contract information
Identification and Preparation Multi-year programme & Budget Project brief or Feasibility study Environmental and social impact assessment Resettlement and compensation plan Project officials and roles Financial agreement Procurement plan Project approval decision	**Procurement** Contract officials and roles Procurement method Tender documents Tender evaluation results Project design report
	Contract Contract agreement and conditions Registration and ownership of firms Specifications and drawings
Completion Implementation progress reports Budget amendment decision Project completion report Project evaluation report Technical audit reports Financial audit reports	**Implementation** List of variations, changes, amendments List of escalation approvals Quality assurance reports Disbursement records or payment certificates Contract amendments

The CoST Core features

CoST comprises three core features which provide a global standard for transparency and accountability in the delivery of public infrastructure. This standard is flexible, allowing it to be applied in different political, economic, regulatory and social contexts. The core features of CoST are:

Disclosure

CoST increases transparency by disclosing data on public infrastructure projects. Forty data points are disclosed at key stages throughout a project cycle, as set out in the CoST Infrastructure Data Standard (IDS).

Ultimately, a national programme establishes a disclosure process for public infrastructure that is viable, sustainable and appropriate to local conditions and that can achieve a credible and substantial level of compliance. For further information on disclosure, See Guidance Note 6: Designing a Disclosure Process via ***http://www.constructiontransparency.org***

Assurance

CoST promotes accountability through an independent review of the disclosed data. Through this assurance process, CoST validates technical data, interprets it into plain language and identifies issues of concern.

This helps stakeholders to understand the main issues and acts as a basis for holding decision-makers accountable. For further information on assurance, See Guidance Note 7: Designing an Assurance Process via ***http://www.constructiontransparency.org***

Multi-Stakeholder working

In each country, CoST is directed by a Multi-Stakeholder Group (MSG) that comprises representatives of government, the private sector and civil society.

By providing a neutral forum, CoST helps these key stakeholders pursue shared objectives to improve the value, efficiency and effectiveness of investment in public infrastructure. For further information on Multi-Stakeholder working, See Guidance Note 4: Establishing a Multi-Stakeholder Group and National Secretariat via ***http://www.constructiontransparency.org***

Background to the Tool

The challenge of limited disclosure of information[1] has become an important one and a major concern given the fact that there is a reasonable level of competition for infrastructure contracts but less or no information is available for supervision and design contracts. This has led to some lengthy & nasty legal battles and investigations hence delaying the progress of major construction projects such as Karuma Hydro Power Dam and the Kiryandongo–Masindi–Hoima–Kyenjojo roads, Northern and southern by pass projects among others. CoST scoping Study of 2017 revealed that Procurement Entities (PEs) only disclose a quarter of the information on specific projects that would be required pro-actively under the CoST Infrastructure Data Standard (IDS)[2].

Uganda already spends approximately $1 billion per year on public infrastructure, equivalent to about 17% of its Gross Domestic Product. In addition, the Government spends at least shillings 3.3trillion annually to improve its road network to bitumen standard. The roads in Uganda are used to transport around 97% of the country's cargo, yet the quality of the roads being constructed remains substandard, in some cases. The status is rather not different from other infrastructure like buildings, bridges, airports/, stadiums, among others. The low performance in the sector has been attributed to limited information disclosure of project data, limited compliance with the legal framework on information disclosure and on the international standards such as the Infrastructure Data Standard, limited stakeholder participation and a weak citizenry agency to demand for accountability. Limited disclosure of infrastructure data has resulted into infrastructure projects being riddled with contract mismanagement, delays in procurement, weak supervision, safety and environmental challenges, time overruns, budget overruns, low absorption and corruption among others as revealed by CoST Uganda's first Assurance report, August 2017[3].

Recent studies show that corruption in public construction contracts is widespread, with bribes often accounting for ten percent or more of the contract price[4] (PS, MoWT[5], 2017). Some of the key drivers of this corruption include low levels of transparency and accountability occasioned by limited disclosure of vital information and lack of measures such as tools to assess disclosure levels.

Disclosure of information in Uganda[6] is being affected by; a weak legal framework, only 12 data points of the 40 in the IDS are required to be disclosed, even of the 12, only 20% is disclosed. Accessibility and understanding of disclosed data is mostly complex, there are inadequate systems to disclose data, limited resources (finances/personnel, skills), standards to disclose, data capture in some cases is not collected/stored, Internet penetration is still low yet most information is being disclosed online and disclosure on site is low.

1 CoST Scoping Study Report 2017
2 CoST Infrastructure Data Standard comprises of information that is pro-actively and re-actively disclosed
3 https://www.newvision.co.ug/new_vision/news/1462272/uganda-construction-sector-transparency-initiative
4 Speech by the Permanent Secretary at CoST Multi-Stakeholder engagement meeting July 2017
5 PS Permanent Secretary, MoWT – Ministry of Works and Transport
6 CoST Uganda 1st Assurance Report 2017 and the CoST Multi-Stakeholder engagements, Community Barazas and Scoping Study 2017

Infrastructure transparency is championed through the adoption and use of CoST Infrastructure Data Standard (IDS) to inform disclosure of project and contract data into the public domain. Data is intended to be sufficient to inform stakeholders about relevant aspects of the project in an understandable and useful way. However, the data derived from an infrastructure project is highly complex and technical, the need for a simplified standard to enable project implementers disclose project data. Further still, to inform the application and measurement of the impact of the IDS, CoST Uganda further appreciates that, it is important, the Standard is further simplified to be understood and used by various stakeholders.

All construction projects have minimum standards, but also common aspects amongst them; these are the ones this Tool focuses on. In the past, most projects were not open to the public and thus, this affected participation, appreciation, trust, follow up and action. The tool is meant to guide the systematic gathering of information about a wide range of projects related to public infrastructure such as schools, roads, bridges, airports, and power dams among others. This tool is expected to help achieving of value for money in the delivery of these projects, through identifying best practices, gaps, and measures for improvement. Information from this tool is intended to inform performance, effectiveness and efficiency in the delivery of projects. The tool is also intended to interest the general public in infrastructure projects to be able to appreciate, follow up, engage and actively participate in the delivery of infrastructure projects. The tool is aimed at providing a pathway for information sharing and citizen participation, this is hoped to address the existing information gap that affects transparency.

This Tool is for both national, sub national and local level projects. This tool can be adopted by the private sector to monitor their projects as well. It can be used to help the contractor, consultant and the project manager to assess the performance of their work, it should be applied with utmost trust and honesty to enable you deliver to the best of your effort on the project as well as identify impediments to achieving value out of the project.

Objective of the Tool

To build the interest of the public to actively participate, and engage in the delivery of public infrastructure projects in Uganda

Legal and policy framework for disclosure of infrastructure data

The National Construction Industry (NCI) comprises the building and civil engineering, physical infrastructure works such as housing and the building industry, large power generation projects, and five transport modes, namely: road, railway, inland water transport, air, and pipeline transport. The NCI delivers the physical infrastructure that is central to the country's economic development and its activities create business to suppliers, manufacturers and offer employment for professionals, skilled and semi-skilled labour. It also transforms private and public plans for capital formation. The sector makes a contribution of about 17%[7] towards the country's GDP and is a key driver to national development. The sector brings on board several key institutions including Ministries, Agencies and Departments (MDAs)[8], professional bodies, regulatory bodies, development partners, private investors, consultants, contractors, and equipment and material suppliers, among others.

The Constitution of Uganda, 1995, as amended, in Article 41, provides for access to information:,

> *"Every citizen has a right of access to information in the possession of the State or any other organ or agency of the State except where the release of the information is likely to prejudice the security or sovereignty of the State or interfere with the right to the privacy of any other person.*
>
> *Article 38: (1) provides that every Ugandan citizen has the right to participate in the affairs of government and (2) Every Ugandan has a right to participate in peaceful activities to influence the policies of government.*

Meanwhile, the Access to Information Act's, 2005, (ATIA) main purpose was to enable promotion of an efficient, effective, transparent and accountable government; giving effect to Article 41 of the Constitution; protection of whistle-blowers; promotion of transparency and accountability in the Government by providing the public with timely, accessible and accurate information and empowerment of the public to effectively scrutinize and participate in Government decisions that affect them. The Access to Information Regulations, 2011, provide for institutions covered by the Access to Information Act, 2005, including all government Ministries, Departments and Agencies and Statutory Corporations such as the Uganda Revenue Authority, (URA), Uganda Land Commission, Uganda Investment Authority and the Bank of Uganda, among others), Local Governments Including all districts, municipalities and sub county and constitutional commissions, all these are required to implement disclosure of information.

7 Policy for Development and Strengthening the National Construction Industry.

8 Uganda Road Fund, Ministry of Works and Transport, PPDA, Ministry of Health, Ministry of ICT and Office of the Prime Minister as well as the Directorate of Ethics and Integrity Ministry of Ethics and Integrity.

The legislation recognizes the right of the public to access information and also oblige data holding agencies to disclose information. For example, the Constitution of Uganda and the Access to Information Act 2005, recognize the right of the public to access information in possession of public officers or authorities. The Public Procurement and Disposal of Public Assets Act (amended) 2013, and the Procurement Regulations (for both local and central government), also provide for access to procurement and contract information for public projects. The PPDA Act 2003 and the accompanying regulations, provide the main source of information on what items of project information are required to be disclosed at all stages of project execution[9]. The PPDA regulations and the Infrastructure Data Standard (planning, procurement, and implementation of all types of public contracts), including contracts are managed at local governments. For example, the Local Government Public procurement and disposal of public assets (LGPPDA) Regulations guide the public procurement and disposal of public assets at local government level.

The Land Act was formulated bearing in mind that a good land policy should not force people off the land and that a good land tenure system should protect individual rights on the land and ensure social justice as enshrined in The Constitution, 1995, as amended. The Land Act was intended to provide security of tenure to all land users. Ironically the law gives with one hand and takes with the other, hence the doctrine of "Eminent Domain "or compulsory acquisition of land by the Government. The Constitution, 1995, protects individual rights to property in Article 26(1), which clearly states that: "Every person has a right to own property either individually or in association with others."

Article 26(2) offers protection from deprivation of property and prohibits anyone from compulsorily depriving any person of his/her property or right to possession unless three conditions are satisfied. First, the taking of possession or acquisition of property must be necessary for public use or in the interest of defence, public safety, public order, public morality or public health10 and Secondly, the compulsory taking of possession or acquisition of property must be made under a law which provides for prompt payment of fair and adequate compensation, prior to the taking of possession or acquisition of property;[11] and thirdly, the law must provide for a right of access to a court of law by any person who has an interest or a right to the property[12]. These provisions may be applicable if the person is the rightful owner of the property in question.

However, Article 273(2) (a) of the same Constitution empowers the Government to compulsorily acquire land although this power is subjected to Article 26 of the Constitution that the taking of possession or acquisition of property must be necessary for public use or in the interest of defence, public safety, public order, public morality and public health. The reality of these conditions and especially the ones related to adequate compensation are yet to be realised, in light of the recent cabinet proposals to the constitutional review commission that the Government should be allowed to compulsorily acquire land or property belonging to individuals without immediate compensation as required by the law[13].

9 The twelve legally disclosed data points in the CoST IDS, as indicated in the Scoping Study 2017.
10 Article 26(2) a of the Uganda Constitution, 1995, as amended
11 Article 26 (2) b (I) of the Uganda Constitution, 1995, as amended
12 Article 26 (2) (b) (ii) of the Uganda Constitution, 1995, as amended
13 New Vision September 24, 2003

The existing policy framework provides for citizens participation, engagement and monitoring of the delivery of public infrastructure, but even with all these avenues for information disclosure, the general public has continued to decry the issue of limited information disclosure[14], coupled with a weak citizenry agency to demand for accountability, as well as a weak compliance on the IDS in information disclosure. This requires urgent attention if the haemorrhage of resources in the sector is to be stemmed. Some Procurement Entities do not disclose information due to available policy provisions such as the Official Secrets Act 1964 which came into force on December 30, 1964 that relates to state security. The breadth of the Act concerns itself with the regulation of the interaction between agents of foreign powers and prohibited government premises as well as official government documents. The Act is a broadly-worded law and entrenches a culture of secrecy in all matters of public administration. Most of the provisions are broadly framed, effectively obstructing the free flow of information from official sources. The Act is also clogged with severe criminal sanctions for infringement of any of the provisions[15].

As we plan to use this tool, it important for us to be acclimatized with the current legal trends that may support or be against our work, some information much as is expected to be pro-actively disclosed, may not be revealed due to the denying legal framework, however, the tool is one of the processes that will enhance disclosure, transparency and adherence to the Infrastructure Data Standard as well as full realisation of the provisions in the National Constitution.

How to use the Tool

The tool can be used by anyone who has an interest in seeing better infrastructure projects in Uganda. Users need adequate preparation for someone to effectively start using the tool. It can be used by members of the public, government officials, the private sector, CSOs and any other interested party.

The tool requires to be used while in the field apart from the preliminary information about the project, which may be retrieved from the Procurement Entity. We advise users to always communicate with the relevant officials managing the projects of their intention to support monitoring of the infrastructure projects. This will build stronger relationships and enable access to information that may be required to complete the questions in this tool.

14 CoST Baraza in Makindye Sabagabo, Wakiso DLG, and CoST documentary January 2018
15 www.right2info.org/resources/publications/uganda-analysis-of-laws

Procedure on how to use the Tool;

1. Read and understand the Tool fully.
2. Establish a relationship with the project owner, the institution that manages the project and request for information about the project.
3. Mobilise a team with whom to work with on the process of getting more information and work on the project. It is recommended that individuals should not work alone while monitoring infrastructure projects, the stronger the team the better the product of the monitoring and you are more likely going to get audience to present your concerns. Plan on how to present your issues, and how to ascertain that they will be addressed, be clear at what you will do if your concerns are not addressed. For inclusive action, the team should comprise the Procurement Entities' officials.
4. The team needs to develop a plan on how they will implement the monitoring and who will do what.
5. Make arrangements for the actual field visit, when you reach the field, you may interview staff from the consultant, contractor, and community members as indicated in the questions provided.
6. Monitoring is not done in the office, on the desk or by hearsay. You have to get information, and conduct an actual verification exercise to fill in information in the Tool.
7. Seek clearance from both the client and the contractor before you go to the field. It is advisable that monitors should not go to the field without prior notice of the authorities under which the project is being implemented.
8. The questions in the tool are to guide you, you may rephrase the questions to suit your monitoring, you are required to have prior planning meetings, you may need to observe and also ask questions.
9. The team should be flexible, you may not have to use the entire tool in some instances, if you are interested in some parts of the project, you can select some parts of the tool, acquire information to support your work.
10. You will need to establish good relations with the authorities, while in the field do not appear as auditors, but be curious and get as much information as you may require while developing your report.
11. Start on writing the report immediately you are done with field work to avoid mixing or losing out on key issues that were observed from the project sites.
12. Decide on who are going to be the beneficiaries of the information you will get from the monitoring exercise, preferably the district engineers, district works committees, district integrity platforms, contractor, consultant, CSOs, Ministries, Agencies and other Departments, for possible action.

13. Monitoring is not audit, and it is not fault finding, but it is a process of finding out how work is being done, what best practises are there, status of implementation and what challenges are there that can be addressed.
14. Appear friendly at all times so as to get a positive reception.
15. Do not rush with your findings to the media.
16. After sharing information, you will need to make a follow up to ensure that your concerns are addressed.
17. Map out the power centres, institutions, committees and people you think can help you address the concerns.
18. The monitoring exercise is not a short process. The monitors need to know that it is going to take a lot of time in meetings, discussions and laying strategies for one to realise change and so, this exercise is more of a voluntary process.
19. The Tool is not meant to be used to collect information for one's personal use. It is meant to gather information, experiences and possibly recommendations for support of the project in delivering better results.

Target group

The tool can be used by the Multi-Stakeholder Group, citizen's organizations, community monitors, Procurement Entities and oversight bodies to assess the levels of disclosure of public projects as well as monitor performance and compliancy with the IDS. These and other interested stakeholders can use this tool. Users can answer the questions provided, which will in-turn inform your areas of engagement with the respective power centres.

Guiding notes for the tool

The questions herein are only guiding questions. Therefore, the questions that you can ask to the respective people are not limited to the following.

Part A: Preliminary Information from the Procurement Entity

No.	Question	Comment/Clarification
1.	Date of Inspection	The date when actual monitoring took place must be indicated for authenticity purposes.
2.	Project Title	What is the whole project about e.g. "upgrading of Mukono -Kyetume - Katosi Road", "Construction of seven Class Room Block at Kyazanga Primary School" etc.
3.	Type of project	What kind of project is it e.g. road project, building construction, dam, Bridge etc.
4.	Scope and description of works	These are the main outputs from the project that are being taken forward into construction (type, quantity and unit).
5.	Project location	Name the location of the project clearly indicating the route of the by mentioning the villages, trading centres, towns etc. for the entire route/site.
6.	Project start and end date	When did the project start, when did it or will it end?
7.	Implementing client/Agency	The client is the government agency that is responsible for contracting out the project, or that pays for the project to be worked upon.
8.	Source of funds	Government and development partners such as World Bank, European Union etc. normally provide funds for some public projects. Sometimes both government and a development partner can co-fund a project.

No.	Question	Comment/Clarification
9.	Who is the project manager?	This is the overall officer in charge of the project responsible for delivering the project with authority and responsibility from the client
10.	Who is the consultant?	This is the representative of the client on the site responsible for design and quality control
11.	Who is the contractor?	This is the company responsible for delivering or works associated to the project contract.
12.	Estimated Project Cost	Total budget of the project
13.	Project cost break down	The budget breakdown of the project showing costs of the consultant, contractor and the client separately
14.	Total amount of money spent on the project?	Amount of money spent on the project as on the day of monitoring including cost for the consultant, the contractor and the client
15.	Is there a board displaying key details of the project?	For most projects, and major maintenance works, the contract requires the erection of a board displaying project information including: Name (and summary scope, and direction) of the project; b) Client name; c) Funding source; d) Consultant's name; e) Contractor's name; f)contract price ; g) Start date of contract programme; h) Scope of works; and I) Planned completion date of contracted programme.
16.	Monitoring Team Composition	List all the team members of the monitoring team and their titles or roles in the community.

No.	Question	Comment/Clarification
Part B: Guiding notes for questions to the consultant		
1.	What is the name of the consulting firm/company	The firm/company that is handling quality control, and quality supervision of the project, it is the manager of the project representing the Client.
2.	Who is the main contractor?	The contractor is the one responsible for ensuring that the project is executed in accordance with the specifications and other aspects of the contract, including compliance with all applicable regulations. If part of the work is sub-contracted, the main contractor is still responsible; you will need to find out the process of sub-contracting.
3.	Is the contractor Ugandan or foreign?	Major projects are usually undertaken by foreign companies while local contractors are engaged in medium and minor projects. To enhance local content, it is important to find out whether there is consideration or provision for locals on major projects.
4.	Who is funding this project?	Who are the institutions/companies/individuals contributing funds on the project.
5.	Is this a central or local government project?	National projects benefit/impact the whole country directly whereas local projects have their greatest impact in their localities and are contracted locally.
6.	Have there been any scope changes on this project? If yes, what are they and why?	Find out whether there have been changes to the design, flow and plan of the project. If possible ask why there have been variations on the project scope and if they have not affected the time, costs and the community around the project.

No.	Question	Comment/Clarification
7.	Does the contractor have the key equipment to execute the work?	Depending on the scope and magnitude of the project, the monitor should be able to assess the equipment on site to determine whether they are adequate and appropriate to execute the project works.
8.	For how long has the contractor been doing this kind of work?	Find out if the contractor has the relevant experience and expertise in executing this kind of project. Experience comes with age.
9.	Has the contractor defined their method statements for key activities?	Method statements are procedures that the contractor will follow while doing activities, they form part of the contract, are prepared by the contractor to show how they will undertake the work safely and effectively. Without such a method statement to refer to, it is more difficult to monitor performance.
10.	Is there a site layout plan?	A site map guides people on how to access different parts of the site.
11.	How often does the contractor prepare progress reports?	To keep track of the progress of works the contractor is required to keep records of the progress of the project. The Monitor should request to have a look at the progress reports to find out whether information in the reports corresponds with the actual work on the ground
12.	How often do you do monitoring and evaluation?	Find out how often the supervisor follows up on the progress and performance reports submitted by the contractor
13.	Are there visible defects on the structure?	Any kind of structural damages depend mainly on the material composition and civil works of the structure. Defects weaken the structure and also limit its user ability and appearance.

No.	Question	Comment/Clarification
14.	Are the dimensions of the structure similar to those on the plan?	Ask to know whether the size of the structure on ground is the same as its size on paper/plan
15.	What is the physical progress of the project compared with financial progress?	Physical progress should be visually monitored with a simple linear chart. This can be weighted between activities to arrive at an approximate "% physical progress". Financial progress is measured through Interim Payment Certificates issued by the supervising engineer when parts of the work have been approved for payment. The consultant should be in position to tell both status of the works and contract.
16.	Is the project proceeding according to the agreed timelines?	This forms part of the contract, and is an important point of reference in project progress meetings. This question seeks to find out whether the contractor is behind work schedule in which case the engineer can instruct him to deploy more resources in order to increase project execution speed.
17.	Is there evidence of records being kept?	A feature of a well-run site is good record keeping practices. For instance when a truck arrives, there should be an operational site manual and someone should record its time of arrival, and the source of the materials. When asphalt is being laid say on a road, someone needs to be recording the asphalt temperature, and so on. The project design should always be on site, there should be records from meetings, if appropriate, ask to see what records are being kept, and that will reveal what controls are in place.

No.	Question	Comment/Clarification
18.	Does the contractor use materials of recommended quality?	The properties of materials used on different infrastructural works are defined in the technical specification, which forms part of the contract. The engineer should be requiring the contractor to keep good records to demonstrate that all materials used come from sources that have been tested and approved.
19.	Could you list down key staff on site?	Some Contractors often provide convincing evidence at prequalification stage indicating that they have technical, financial and managerial capacity to handle projects as planned. This may turn out to be a different case when actual implementation commences. Ask to verify.
20.	Was there a Strategic environmental assessment?	Uganda's National Environment Act, Cap 153, Section 2 requires that an Environmental Impact Study (EIS) be conducted on a Project /activity that, may have, is likely to have or will have significant impact on the environment and the affected community should be aware of the findings from the IES.
21.	How is the contractor mitigating against the adverse negative effects of the project?	Find out the measures put in place to control, air, water, noise and land pollution e.g. hoarding or putting notices around and off the site, traffic management plans, fencing of water sources among others.
22.	Is the structure safe from the vagaries of weather and their associated?	Landslides and mudslides can destroy an entire structure hence causing the loss of lives. The Monitor should therefore inquire whether the structure is prone to landslides, flooding, earthquakes, etc. in which case the contractor should adequately forestall their occurrence.

No.	Question	Comment/Clarification
23.	What measures have you put in place to mitigate the above risks?	During construction, water, land and air pollution are likely to occur. Has the contractor put in place measures to mitigate air, land and water pollution? Does the contractor for instance pour water regularly on the initial road work sections to reduce dust?
24.	Does the project design have a drainage system?	Uncontrolled water onto/around a structure can cause adverse effects on its strength and appearance therefore suitable water control systems must be in place.
25.	Is the site drainage system functional?	Uncontrolled water onto/around a site can cause difficulties in the construction process of the project.
26.	Does the contractor have in place health and safety measures?	The contractor should protect his/her own staff, and the public, from risks related to undertaking the works. Check if there are flaggers, temporary diversions and bridges, markings such as warning posters, announcements among others.
27	Are there first Aid arrangements?	This includes the provision of Personal Protective Equipment such as reflective vests, gloves safety boots, hard hats etc. where appropriate.
28.	What safety provisions have been made in the design for persons with special needs?	Any infrastructure should have guidelines for accessibility by all kinds of people including those with special needs. There should be gender sensitive facilities such as ramps, guardrails, lifts, elevators, etc.
29.	Are there Toilet facilities, rest rooms, change rooms and eating places on site?	Workers spend long hours on site. It is imperative that places of convenience are provided. They must be at a reasonable distance within the project site and should be of acceptable standards for the dignity of the workers.

No.	Question	Comment/Clarification
30.	How do you relate with the communities around the site?	It is important that the project personnel relate well with the community for possible support and buy-in by the community. Find out if the consultant has held any community meetings.
31.	How does the community access information about the project?	Ask to know whether the contractor and the client bother to convey any information about the project to the community. There should be deliberate efforts by the contractor and the client to provide up-to-date information about the project in a formal, simplified and adequate manner for the community to become part and parcel of the project
32.	How often do you meet with the community?	The contractor and the client must endeavour to appraise the community about the project by explaining, on a regular basis, the progress of the project.
33.	At what stage of the project life cycle was the community involved?	The monitor should ask to know at what point the community was "let in" about the project:
34.	Were the project affected people adequately compensated?	Many public infrastructure projects in Uganda face the challenge of land acquisition which often delays implementation. If applicable inquire whether, all affected persons were fully compensated
35.	Do you have a corporate social responsibility plan?	Find out whether the consultant has a plan for additional activities for the community besides the project works.
36.	What corporate social responsibility activities do you offer?	What additional services is the contractor giving to the community around the project.eg grading community access roads, sponsoring sports activities, building a school, erecting shelters along roads?

No.	Question	Comment/Clarification
Part C: Guiding notes for questions to the site Engineer/Contractor		
1.	Do you have performance security?	Find out if the contractor has security to guarantee performance of the contract. Normally it is issued by an insurance company or a bank to guarantee satisfactory completion of a project.
2.	Is the location of the work site well defined?	Find out if the site is sealed off, and well protected from encroachers.
3.	Was the site handed over in time?	This question seeks to find out whether the contractor received the proposed project site in time as noted in the contract. Delays in site hand over affect project completion period.
4.	Does the project have a Supervising Consultant?	Any construction project without a supervisor is likely to be compromised. A consultant is the one who is responsible for quality control and quality assurance of the project. Find out whether the consultant is well qualified with high and ethical managerial standards who will ensure that the project details are followed to the dot.
5.	Are there any sub-contractors on this project? If yes, who are they?	Large projects usually have more than one contractor, find out whether there are more and their duties/roles are.
6.	How often does the lead Consultant Engineer visit the site? Is he/she readily available?	In situations where the supervisor is away from the site for long periods, many things can go wrong. The supervisor's absence and appearance should at the same time not be predictable by the project staff lest they "do good work" when he/she is around and the opposite when he is away.

No.	Question	Comment/Clarification
7.	Does the supervising engineer have authority on site?	The supervising engineer should be allowed to give instructions on site. His/her guidance should be respected. The supervising engineer is supposed to provide oversight and ensure compliance, and should be allowed the discretion, with accountability, to make professional judgements throughout the project cycle.
8.	How often do you prepare / submit progress reports to the consultant?	To keep track of the progress of works the contractor is required to keep records of the progress of the project. The Monitor should request to have a look at the progress reports to find out whether information in the reports corresponds with the actual work on the ground.
9.	Does the supervising engineer keep the site records, including "Requests for Inspection" accident reports, and minutes of progress meetings?	The contractor and the supervising engineer should both be keeping detailed records of what has and has not been approved. Issues arising should be documented in weekly progress meetings, which should be minuted and filed. Request to see them if possible.
10.	Are project workers insured?	Construction sites are highly risky areas particularly for workers. In case of injury or death, will the company be able to compensate the victim?
11.	What measures did you put in place to prevent or minimise, air, land and water pollution?	During construction, air, water and land pollution are likely to occur. Has the contractor put in place measures to mitigate pollution of any kind? Does the contractor for instance pour water regularly on the initial road work sections to reduce dust?
12.	Do you have a safety officer?	A safety officer is the one responsible for ensuring that all workers and people who access the site are safe. He/she also handles all accident related issues on the site.

No.	Question	Comment/Clarification
13.	Do you provide safe drinking water on site?	Every infrastructure project site should have clean and safe water stored safely and available for the workers to consume at all times. Request to see the source.
14.	Do you have proper and adequate signage on the site for safety, direction and convenience?	Proper signage eases movement, direction and safety on the site. Signage may include sign posts, Posters/leaflets, Flaggers, site markings, building / room names etc.
15.	How do you resolve disputes amongst workers onsite?	Construction workers especially casual labourers tend to have many disagreements that if not addressed can degenerate into fights, injuries and in extreme cases, death. Is there a mechanism to address disagreements as well as handling grievances for project staff?
16.	How do you relate with community around the site?	It is important that the project personnel relates well with the community for possible support and buy-in by the community.
17.	Do you have a cooperate social responsibility plan	This is a plan of additional services that the contractor gives to the community around the project.
18.	What social cooperate activities do you offer	What additional services is the contractor giving to the community around the project.eg grading community access roads, sponsoring sports activities, building a school, erecting shelters along roads?
19.	Have you heard about theft of material and equipment on this project?	The question seeks to interrogate the level of safety of materials, and equipment on site. Find out if there have been cases of theft reported to the contractor.

No.	Question	Comment/Clarification
Part D: Guiding notes for questions to the site workers and casual labours		
1.	What do you know about this project?	This is a knowledge seeking question. It seeks to find out how much and what the workers know about the project they are working on.
2.	How did you know about this project?	Find out when and how the worker got to know the project
3.	Do you have an appointment letter?	Find out whether the worker has any written document laying down his terms of work and benefits from the company.
4.	What is your work on this project?	Find out some of the key responsibilities/duties of the worker on the site
5.	Were you trained on how to do this work?	Find out whether the worker received extra guidance from the contractor on how to carry out the tasks assigned to him
6.	What else can you do on this site/project?	Find out any other skills possessed by the worker
7.	How far do you live from the project site?	Find out the distance from the project site to where the workers stay.
8.	How do you come to work?	Find out how do the workers travel to the site
9.	What time do you start work and when do you break off?	Find out the time the workers leave the site and for those who spend a night on site, whether they have provisions for resting.
10.	Are you allowed a lunch break?	Find out if the workers are allowed time to stop work and have meals.
11.	Are you provided with lunch on site?	Find out whether the workers are provided with lunch at work.

No.	Question	Comment/Clarification
12.	Are you paid overtime for time worked beyond the working hours stipulated in the contract?	Find out if the workers get payment for additional hours worked for, and if possible ask if they are pleased with it.
13.	How are your wages paid?	Find out the mode of payment of salaries, wages and benefits as well as the pattern of payments
14.	Are your wages paid on time?	Find out whether the workers receive salary in time. If possible as for the date they are paid salary.
15.	How are your grievances/ concerns handled?	Issues/grievances that arise on site should be solved amicably and in a timely manner, find out measures available for solving workers concerns, are they heard or respected in any case?
16.	Do you hold meetings with your employer? If yes, how often?	How often do the workers see their bosses or sit in meetings to discuss progress of project, and any other matters arising.
17.	Do you have access to medical care on site in case of need?	Every site should have a first aid box, and there should be a safety officer to handle any accidental occurrences. Find out whether there is a mechanism for treatment on site, how the workers are handled when they are in need of medical attention.
18.	What medical services are you provided with?	There should be health awareness sessions on the project site with the workers by the consultant. Find out whether the workers have been offered any and what information and services they received
19.	What safety gear or protective wear have you been provided with?	While on the site workers should be provided with safety ware such as reflectors, helmets, safety boots, gloves, dust masks etc. to protect them from any unprecedented errors.

No.	Question	Comment/Clarification
20.	What are the four good things you can say about your employer or project?	Find out what pleases, or makes them proud on site or about the project.
21.	What are the four things you are not comfortable with about your employer or this project?	What hurts them most/ what the workers are unhappy about on site or about the project?
22.	Have you been asked to do something you think is wrong? If so, what was it?	In most cases workers may be intimidated or coerced to do things they think are bad, and these affect their work style, and conscience. Ask the workers if they have been forced or asked to do things that are bad on site, for example, being lured into unfair relationships with fellow workers, compromising quality of the materials, fighting, rumour mongering among others and if possible, ask about the specific wrong things they might have been forced to do.
23.	How satisfied are you with progress of works on site?	The question seeks to find out the level of appreciation the workers have on the services they receive on the project and how they attach their efforts to the betterment of the project.
24.	What recommendations do you propose for action on the project?	Find out what the worker thinks should be done in a better way in regards with the project/site

No.	Question	Comment/Clarification
Part E: Guiding notes for questions to community members around the site		
1.	What do you know about this project?	Find out what the community knows about the project
2.	How did you know about this project? And have you ever asked for information about this project? What did you ask for?	The question seeks to find out the means, channels that were are used to disseminate information about the project. Find out the source of information and what information they have and or are interested in about the project.
3.	How do you relate to the contractor and his/her employees?	The question seeks to find out the relationship between the contractor, workers and the community around the project.
4.	Were you involved at any stage of the planning process of the project?	This question seeks to identify the level of citizen/ stakeholder involvement in the identification, planning and implementation of the project. It will also reveal the level of awareness, appreciation, ownership and participation of stakeholders on the project.
5.	Are you aware of your rights about this project?	Citizens need to ask and know the basics about every project in their community. The Access to Information Law 2005 mandates them to demand for information about any services offered in their community.
6.	Have you benefited from this project?	This question seeks to find out whether there are any social, economic and political benefits that have resulted from the project. Such as employment, business, education, a market etc.
7.	How trust worthy are the workers at the site?	This question seeks to find out whether the project workers can be trusted
8.	Do you have any safety concerns on this project?	This question seeks to find out health challenges encountered as a result of this project, e.g. rape, defilement, accidents.
9.	What are your expectations from this project?	What did the community expect the project to deliver to them, and how did they get to know these expectations
10.	What challenges or grievances do you have about the project?	This question seeks to identify the general challenges the community faces about the project.
11.	What recommendations do you propose for action on the project?	Find out what the community thinks should be done in a better way in regards with the project/site

Monitoring Report Format

1. Type of project

What kind of project is it e.g. road project, building construction, dam, Bridge etc.

2. Project Title

What is the whole project about e.g. "upgrading of Mukono-Kyetume–Katosi Road", "Construction of seven Class Room Block at Kyazanga Primary School", etc.

3. Monitoring Team Composition

Mention all the team members of the monitoring team

4. Brief description/background of the project

Provide brief information about the project, how it was conceived, its relevancy, expected impact and significance on the community and any other relevant information such as its history and future prospects for the community after its completion.

5. Location

Name the location of the project clearly indicating the route of the road by mentioning the villages, trading centres, towns etc. for the entire road route.

6. Appropriation/Project Cost

How much will the project cost?

7. Source of Fund

What is the source of funds for the project?

8. Implementing Agency (Project Client)

Who is the "owner" of the project e.g. UNRA, KCCA, Local Government etc.

9. Contractor & consultant

What is the name of the company undertaking the project?

10. Date of Inspection

The date when actual monitoring took place must be indicated for authenticity purposes.

11. Findings/Observations

- During monitoring work, what was the actual accomplishment or status of the project in terms of quantity and quality? Is the programmed quantity already done? Are the plan and specifications of the project followed?
- What are your general observations?
- What percentage (%) of physical works has been accomplished against planned target?
- What percentage (%) of payments has been made against contract amount?
- Any variations and additional works?
- What are the citizens' concerns, workers, gaps in the project, concerns of the contractor, the consultant, the Procurement Entity?
- What are the best practices on this project?

12. Recommendations and suggestions

What does the Monitor propose based on the findings? What actions should be undertaken to remedy or rectify anomalies unearthed during the monitoring?

13. Status of the Project

How is the project progressing? What percentage of the project is complete? Is the contractor likely to meet the deadline stipulated in the Project schedule?

14. Report prepared by

Provide the names of people involved duly signed by those who monitored and prepared the report.

Annexes/Templates

Part A: Preliminary Project Data Questions to the Client

Question	Response
Date of Inspection	
Project Title	
Type of project	
Scope and description of works	
Project location	
Projects start and end date	
Implementing client/Agency	
Source of funds	
Who is the project manager?	
Who is the consultant?	
Estimated Project Cost	
	Contractor's cost
Project cost break down	Consultant's cost
	Client's budget
Total amount of money spent on project as of the monitoring day	
Is there a board displaying key details of the project?	Yes
	No
Monitoring Team Composition	

Part B: Questions to the consultant

1. What is the name of the consulting firm/company?

---

2. Who is the main contractor?

---

3. Is the contractor Ugandan or foreign?

a. Ugandan b. Foreign c. Joint donors

4. Who is funding this project?

---

a. Government of Uganda b. Local Government c. International Donor

5. Is this a central or local government project?

---

6. Have there been any scope changes on this project?

O Yes O No

If yes, what are they and why

---

7. Does the contractor have the key equipment to execute the work?

O Sufficient O Insufficient O None

8. For how long has the contractor been doing this kind of work?

O 0-5 years O 5 – 10 years O 10 years and above

9. Has the contractor defined their method statements for key activities?

O Yes O No

10 Is there a site lay out plan?

O Yes O No

Comment. ---

11. How often does the contractor prepare progress reports?

O Weekly O Monthly O Quarterly O Annually

Other ---

12. How often do you do monitoring and evaluation?

O Weekly O Monthly O Quarterly O Annually

Other ---

13. Are there visible defects/damages on the structure?

- O Cracks
- O Honey combs
- O Bending
- O Leakages
- O Edge breaks

None of the above ----------

14. Are the dimensions of the structure similar to those on the plan?

O Yes O No

15. What is the physical progress of the projects compared with financial progress

O Sufficient O Insufficient O No progress

16. Is the project proceeding according to the agreed timelines?

O Yes O No

17. Is there evidence of records being kept?

O Yes O No

18. Does the contractor use materials of recommended quality?

O Yes O No

Any comment: ----------

19. Could you list the key staff on site?

---

20. Was there any strategic environmental assessment done?

O Yes O No

21. How is the contractor mitigating against the adverse negative effects of the project?

---

22. Is the structure safe from the vagaries of weather and their associated risks?

- O landslide
- O wind
- O lightning
- O flooding
- O mudslides

Others ----------

23. What measures have you put in place to mitigate the above risks?

---

24. Does the project design have a drainage system?

O Yes O No

25. Is the site drainage system functional?

O Yes O No

26. Does the contractor have in place health and safety measures?

O Yes O No

27. Are there first Aid arrangements?

O Yes O No

28. What safety provisions have been made in the design for persons with special needs?

---

29. Are there Toilet facilities, restrooms, change rooms and eating places on site?

O Yes O No

30. How do you relate with the community around the site?

O Very good O Fairly good O Poorly

31. How does the community access information on the project?

O Radio

O Community meeting such as Barazas

O Billboards/information walls

O Through friends

O Visits to the site

Other.---

32. How often do you meet with the community?

O Weekly O Monthly O Quarterly O Annually

Others ---

33. At what stage of the project life cycle was the community involved?

- O Preparation
- O Planning
- O Procurement
- O Implementation
- O Completion
- O Never involved

34. Were the project affected persons adequately compensated?

- O All compensations were made
- O Project did not require compensation
- O No compensation done
- O None of the above

35. Do you have a cooperate social responsibility plan?

O Yes O No

36. What social cooperate activities do you offer?

Part C: Questions to the Site Engineer/Contractor

1. **Do you have performance security?**

   O Yes O No

2. **Is the location of the work site well defined?**

   O Yes O No

3. **Was the site handed over in time?**

   O Yes O No

4. **Does the project have a Supervising Consultant?**

   O Yes O No

5. **Are there any sub-contractors on this project?**

   O Yes O No

   If yes, who are they?

Subcontractor names	Works subcontracted	Terms of engagement

6. **How often does the lead consultant visit the site? Is he/she readily available?**

   O Daily
   O Weekly
   O Quarterly
   O Rarely available

7. **Does the Supervising engineer have authority on site? (Tick all appropriate)**

   O Issues instructions on site handling
   O Monitors quality control and quality assurance
   O Provides guidance and status of works
   O Role is not clear

8. **How often do you prepare /submit progress reports to the consultant?**

   O Weekly O Monthly O Quarterly O Annually

   Others -

9. Does the consultant s engineer keep the site records, including Requests for Inspection , accident reports, and minutes of progress meetings?

O Yes O No

10. Are project workers insured?

O All workers O some O None

11. What measures did you put in place to prevent or minimise, air, land degradation and water pollution?

---

12. Do you have a safety officer?

O Yes O No

13. Do you provide safe drinking water on site?

O Yes O No

14. Do you have proper and adequate signage on the site for safety, direction and convenience?

O Signpost

O Posters/leaflets

O Flaggers

O Site markings

O Building/room names

15. How do you resolve disputes amongst workers onsite?

O Conflict resolution committee

O Disciplinary committee

O Suspension

O Termination of contract

16. How do you relate with the community around the site?

O Very well O Somehow good O Bad relationship O No relations

17. Do you have a cooperate social responsibility plan?

O Yes O No

18. What social cooperate activities do you provide?

---

19. Have you heard about theft of material &equipment on this project?

O Yes O No

Part D: Monitoring Questions for site workers and Casual labourers

1. What do you know about this project?

a. ----------
b. ----------
c. ----------

2. How did you know about this project?

a. ----------
b. ----------
c. ----------

3. Do you have an appointment letter?

O Yes O No

4. What is your work on this project?

a. ----------
b. ----------
c. ----------

5. Were you trained on how to do your work?

O Yes O No O Not necessary

6. What else can you do on this site?

a. ----------
b. ----------
c. ----------

7. How far do you live from the project site?

O 0 – 2 km O 2 5km O 5-10km O 10km and above

8. How do you come to work?

O Walk O Private means O Public means O Company car

9. What time do you start work and when do you break off?

Start time ----------
End time----------

10. Are you allowed a lunch break?

O Yes O No

11. Are you provided with lunch on site?

O Yes O No

12. Are you paid overtime for time worked beyond the working hours stipulated in the contract?

O Yes O No

13. How are your wages paid?

O Cash O Mobile money O Bank

14. Are your wages paid on time?

O Yes

O Once in a while

O Not paid for months

15. How are your concerns/grievances handled?

O Conflict resolution committee

O Disciplinary committee

O Suspension

O Termination /expulsion

16. Do you hold meetings with your employer? a) Yes b) No

If yes, how often?

O Weekly O Monthly O Quarterly O Annually O Other

17. Do you have access to medical care on site in case of need?

O Yes O No

18. What medical services are you provided with at work?

O Trainings

O Sensitization meetings

O Treatment

O Others

19. What safety gear or protective wear have you been provided with on site?(Tick all gear observed)

O Reflectors O Helmets O Safety boots O Gloves
O Dust masks O Ear plugs O Face masks O Others.

20. What are the four good things you can say about your employer or this project?

---

21. What are the four things you are not comfortable with about your employer or this project?

---

22. Have you been asked to do something you think is wrong?

O Yes O No

If yes, what was it?

---

23. How satisfied are you with the progress of works on site?

O Very satisfied O Unsatisfied O Not sure

24. What recommendations do you propose for action on the project?

Part E: Monitoring questions for community members around the site

1. What do you know about this project?

i ----------

ii ----------

2. How did you know about this project?

- O Community sensitization meeting
- O Radio/community radio
- O Project bill board
- O News papers
- O Posters/leaflets

Other ----------

3. How do you relate with the contractor and his/her employees?

- O Approachable
- O We interact
- O We do not interact
- O Not approachable
- O Bad experience

4. Were you involved at any of the following stages of the project? (Tick all appropriate)

- O Inception
- O Planning
- O Procurement
- O Implementation
- O Completion
- O Never involved

5. Are you aware of your roles and rights on this project? a) Yes b) No

O Yes O No

If yes, what are they?

----

6. Have you benefited from this project?

O Yes O No

If yes, how?

---

7. How do you find the discipline of the workers?

O Trustworthy

O Respect community members

O Harass community members

O Steal material

8. Do you have any safety concerns on this project?

O Yes O No

9. If yes, what are they?

---

10. What are your expectations from this project?

---

11. What challenges or grievances do you have as a result of this project?

---

12. What recommendations do you propose for action on the project?

With Financial and Technical support from CoST International Secretariat

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