CoST Uganda



1ST ASSURANCE REPORT 2017

CoST UGANDA CHAPTER

PROCUREMENT ENTITY	PROJECT
KCCALot–2;	Design update and construction of roads in the City.
KCCA Lot–4;	Design update and construction of roads in the City.
KCCA	Kampala Institutional Infrastructure Development project 2 (KIIDP 2)
UNRA	New Nile Bridge
WAKISO DISTRICT	Namasuba–Ndejje–Kitiko Road

1st ASSURANCE REPORT

ACKNOWLEDGMENTS

The Construction Sector Transparency Initiative (CoST) Uganda Chapter Multi–Stakeholder Group (MSG) is grateful to present the First Assurance Report on five selected projects in three Procurement Entities in Uganda. The Assurance Process is the first of its kind to be conducted in Uganda by an independent Initiative under a Multi–Stakeholder Working arrangement. The MSG encourages all Procurement Entities to embrace this initiative.

CoST appreciates the support received from the three procuring entities; Kampala Capital City Authority (KCCA), Uganda National Roads Authority (UNRA) and Wakiso Local Government most especially the Focal Persons assigned to CoST. Through the support offered in document acquisition, site visits and verification meetings, telephone calls and emails, the CoST Assurance team was able to successfully complete the exercise.

The MSG is further indebted to all the contractors, consultants and recipient communities along the respective projects for availing the necessary information during the site visits and taking the time to appraise the teams on the different projects. It is our sincere hope that the recommendations and key concerns from this Assurance Report will help you better the project implementation and monitoring processes.

The MSG also appreciates the team of five Engineers, CoST International Secretariat and Assurance Experts, staff of CoST Uganda, Host Organization, the Development Partners and Funders of CoST Uganda Chapter, without whom this Assurance and Disclosure Process would never have been achieved.

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ABBREVIATIONS AND ACRONYMS

AFIC	Africa Freedom of Information Centre
AP	Assurance Professional
CoST	Construction Sector Transparency
DFID	Department for International Development
FY	Financial Year
GoU	Government of Uganda
IDS	Infrastructure Data Standard
JICA	Japan International Cooperation Agency
JTSR	Uganda's Joint Transport Sector Review
KCCA	Kampala Capital City Authority
KIIDP 2	Kampala Institutional and Infrastructure Development Project II
LG	Local Government
LTD	Limited
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
MSG	Multi–Stakeholder Group
OPM	Office of the Prime Minister
PDE	Parallel Bid Evaluation
PDU	Procurement and Disposal Unit
PE	Procurement Entity

PPDA	Public Procurement and Disposal of Assets Authority
TA	Technical Assistance
TOR	Terms of Reference
UK	United Kingdom
UNDP	United Nations Development Program
UNRA	Uganda National Roads Authority

EXECUTIVE SUMMARY

This Assurance Report (AR) presents findings, points of difference, quality assurance and recommendations of the Assurance Process (AP) conducted by the Multi–Stakeholder Group on five contracts in three Procurement Entities of Kampala Capital City Authority (KCCA), Uganda National Roads Authority (UNRA), and Wakiso Local Government. The scope of this Assurance Report entails five projects which include Lot 2, Lot 4 and KIIDP2 under KCCA; the new Nile bridge project under UNRA and, the Namasuba– Ndejje – Kitiko road project under Wakiso District Local Government.

The methodology used included desk studies, field visits data collection, analysis and disclosed data verification meetings. The data was collected through interviews (with PE representatives, Consultant, Project Manager, Project Engineer, and Contractor), field observations, Focus Group Discussions and secondary sources. Consultations were made with key stakeholders affected by the projects including the community members. The Assurance Process was undertaken in two stages: Retrieval and verification of information disclosed to the public on the Identified projects informed by the Infrastructure Data Standard (IDS); and analysis of the data availed by the PEs.

Results of the Assurance Process show low levels of disclosure due to lack of a Formal Disclosure Requirement (FDR). Disclosure for the KCCA projects was at 37.8% for Lot 2– KCCA, 44.4% for Lot 4– KCCA and 40% for the KIIDP2 project. Wakiso road project realised an average disclosure rate of 44.4%, 44.4% and 53.3% for the Design, Phase I and Phase II section respectively. The disclosure for the UNRA project was at 84.4% for all project and contract information under both proactive and reactive disclosure. Most of the projects suffered time overruns and scope changes. Findings indicate that project sign boards lack crucial information like project start dates and duration period; levels of disclosure of information are still very low. In some PE authorization to obtain information from the PE was painfully slow; there was a general challenge in obtaining the right of way from the land owners for construction of infrastructure; lack of good QA/QC processes.

The Assurance Process makes the following recommendations to enhance transparency;

Procurement Entities should enhance Quality Assurance and Quality Control by the contractor and consultant on site by establishing or implementing clear processes; strengthen disclosure of crucial reactive and proactive project information such as the costs, start and end dates, scope and variations, project status, project life span among others; strengthen community sensitization and engagement on the economic benefits of the projects to the citizens to enable ease in obtaining right of way from land owners. Government should also put in place conducive policies to address compensation challenges especially on locally funded projects; Provision and enhancement of occupational health and safety measures such as gloves, first aid, drinking water, shelters, and washrooms among others on site. Attention should be put on enhancing gender on the project implementation; adoption of CoST Infrastructure Data Standard (IDS) for ease of disclosure of infrastructure information to enhance transparency, ease monitoring project performance and information sharing.; embrace CoST as a partner in enhancing transparency and Government of Uganda should put in place a Formal Disclosure Requirement to implement CoST.

CHAPTER

1

INTRODUCTION

1.1 Background

CoST is an Infrastructure Transparency Initiative aimed at improving citizens' lives through enhancing a better infrastructure. CoST Uganda is a National Chapter of CoST International a global initiative whose Secretariat is based in the United Kingdom. Uganda joined the initiative on 18th September 2013 following an application by the Uganda National Roads Authority (UNRA) inviting CoST International to support its work in advancing value for money in public projects through promoting CoST core features, Disclosure, Assurance and Multi–stakeholder working to promote transparency and citizen participation.

The initiative is built on a tripartite partnership between Government, Private Sector and Civil Society to address the challenges in the public infrastructure projects in Uganda. CoST Uganda is guided by a Multi–Stakeholder Group (MSG) of nine persons from the three sectors and one observer from Ministry of Works and Transport who lead, plan and engage together to build trust, transparency and accountability amongst the three sectors. CoST is hosted by Africa Freedom of Information Centre in Uganda; an NGO that sits on the MSG. CoST is aimed at enhancing disclosure, validation and interpretation of infrastructure data into simpler language to empower stakeholders to engage. CoST is built on three core features; Assurance, Disclosure and Multi–Stakeholder working.

This Assurance Report is prepared concerning (1) Wakiso LG road project and (2) New Nile bridge project. Additionally, the assurance report contains information for (3) KCCA Lot 2, (4) KCCA Lot 4 and (5) KCCA KIIDP 2 projects. For KCCA projects under Assurance information referred to in this report was retrieved from the KCCA online platform www.user.org and the KCCA website as proactively disclosed information. The CoST MSG encourages PEs to embrace CoST but also, to further pro–actively and re–actively disclose information to inform the CoST Assurance Process. The MSG also calls upon Government of Uganda through the Ministry of Works and Transport who is the CoST Champion to adopt the Infrastructure Data Standard as a Formal Disclosure Requirement for the implementation of CoST.

This Assurance Report is based on project and contract information collected by the Assurance Professionals from both public disclosure frameworks and platforms such as USER.com for KCCA, websites and formal engagements with PEs. PE's had the opportunity to verify information provided in the CoST disclosure framework and provide for their position. The aim of CoST is to increase the transparency and accountability of publicly funded infrastructure projects. Core to CoST is the disclosure of information from publicly financed infrastructure projects into the public domain. For enhanced transparency to be effective in achieving better accountability in government, stakeholders need to be able to understand the disclosed information and to identify issues of interest or potential concern. CoST's Assurance Process helps to achieve this by interpreting the disclosed information, and delivering key messages to the public. Additionally, Assurance is not an audit, but an independent study of disclosed information that seeks to highlight identified areas of good performance, and lessons about any apparent related inefficiency, mismanagement, scope for improvement in performance and other causes of concern throughout the project cycle.

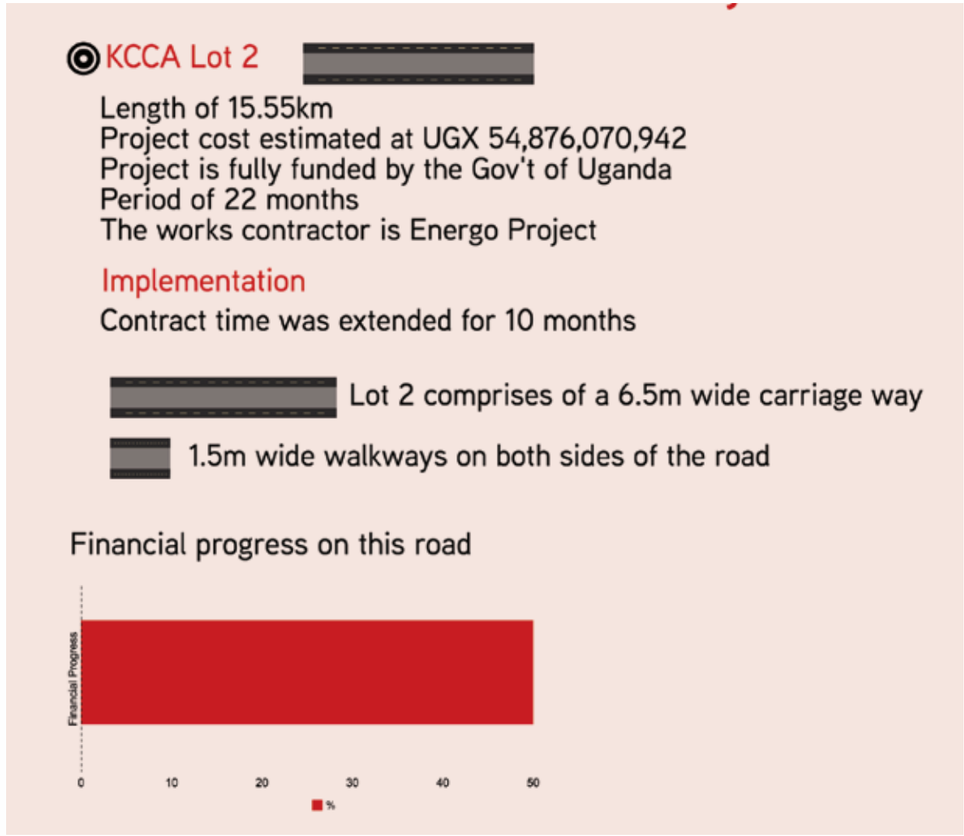
The report is primarily intended for the general public to access, understand and use information about infrastructure projects being implemented. For CSOs, the private sector, media and any other project beneficiaries, the intent is to provide information enabling them to know, monitor and engage where need be PEs and citizens. Finally, for Procurement Entities the report constitute an opportunity to identify areas of improvement, but also track performance and quality from an independent view. In so doing, the report highlights some information items of the project that are made available to the public through different reports and make recommendations on those relevant items that are required to be disclosed to enable efficient stakeholder access to information and engagement.

1.2 Project Description

The scope of this report is limited to the five projects that have been subjected to the assurance process as described below.

1.2.1 KCCA Lot–2: Design update and construction of roads in the city.

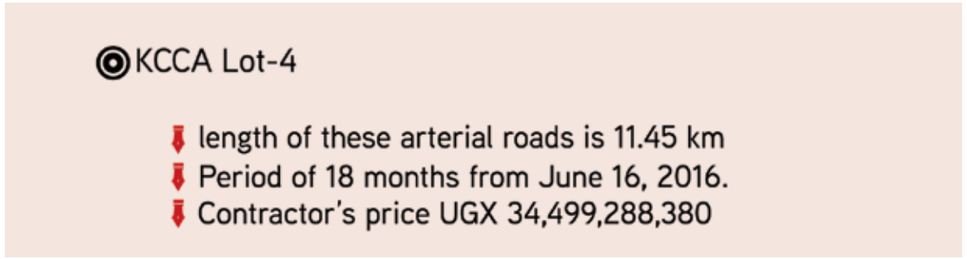
KCCA Lot 2 project roads are located in Kawempe and Rubaga divisions. They cover a total of length of 15.55km. The scope of works under this project include: (1) Design updates; (2) Site clearance; (3) Drainage works; (4) Earth works; (5) Pavement layers of gravel or crushed stones; (6) Bituminous layers and seals; (7) Auxiliary works including street lighting; and (8) Construction of concrete box culverts. More specifically, the project involved reconstruction and/or upgrading of Jakaana road (0.65km), Nsooba road (0.75km), Kafeero road (0.8km), Lumasi road (0.55km), Muganzi–Awongera road (1.6km) and Waligo road (4.2km) in Kawempe division. Additionally, Bakuli market lane (1.0km), Nakibinge–Bawalakata road (2.9km), Mackay road (1.6km) and Sembera road (1.5km) in Rubaga division and construction of concrete Box culverts at Sembule and Nalukolongo channels in Rubaga division. The total project cost is estimated at UGX 54,876,070,942 and the project is expected to run for a period of 23 months from June 17, 2016 to April, 17 2018.



1.2.2 KCCA Lot–4: Design update and construction of roads in the city.

KCCA Lot 4 project roads are located in Nakawa Division, Kampala city, Uganda. The total length of these arterial roads is 11.45 km. The project involves reconstruction and/or upgrading of Magambo–0.9km, Dembe–Kilowoza–3.0km, Kiziri–0.75km, Kigoowa–1.9km, Kimera–1.4km, Kisalita–0.7km, Kisosonkole–1.0km, and Robert Mugabe–1.8km. The project roads are expected to greatly reduce traffic congestion, provide accessibility to the emerging communities they traverse. All the road links are key collectors and

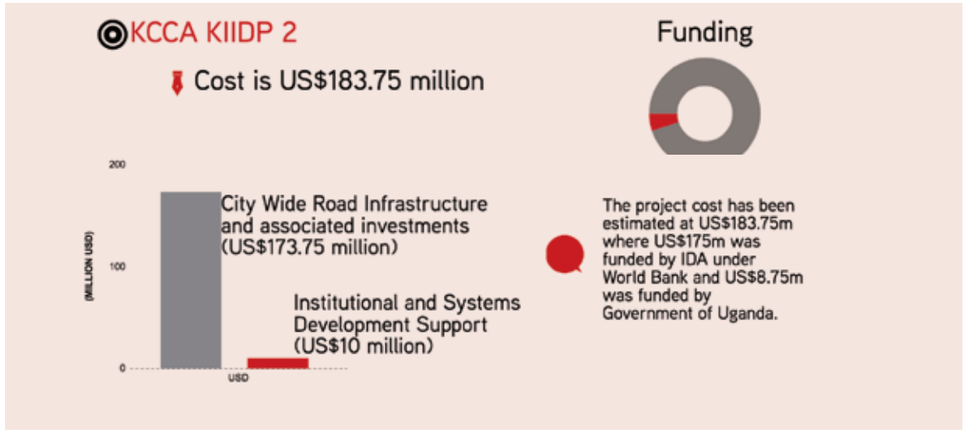
road trunks that supplement major road trunks in their respective locations. The Project is expected to run for a period of 18 months from June 16, 2016.

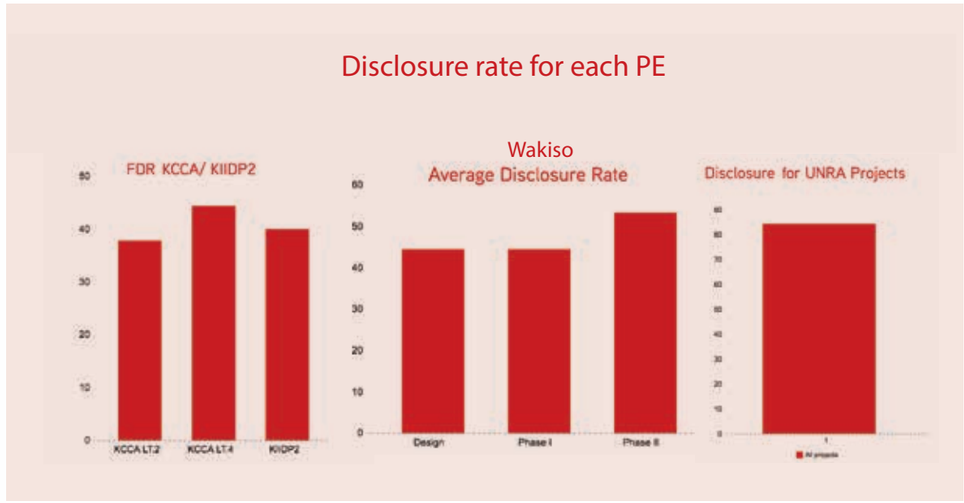


1.2.3 Kampala Institutional Infrastructure Development project 2 (KIIDP 2)

This project is being implemented in the five divisions of Kampala City. The objective of the project is to improve urban mobility in Kampala through an enhanced infrastructure and institutional capacity of KCCA. The project cost is US$183.75 million. 95% is funded by International Development Association (IDA) and 5% is funded by KCCA. The project began in 2014 and is expected to run for a period of 5 years up–to December 2019.

The project is divided into two parts. Part 1: City Wide Road Infrastructure and associated investments (US$173.75 million); and Part 2: Institutional and Systems Development Support (US$10 million). Part 1 involves upgrading of road sections to dual carriageway, signalisation of junctions, construction of a traffic control centre, reconstruction of existing roads and upgrading of gravel roads and is implemented in 2 phases. Phase 1 covers: Makerere Hill road (from Wandegeya to Nakulabye) – 1.75km; Bakuli–Nakulabye–Kasubi–Northern Bypass road (from Bakuli to Northern Bypass) – 1.56km; and Kira road (from Kira road Police to Kabira junction) – 0.85km.





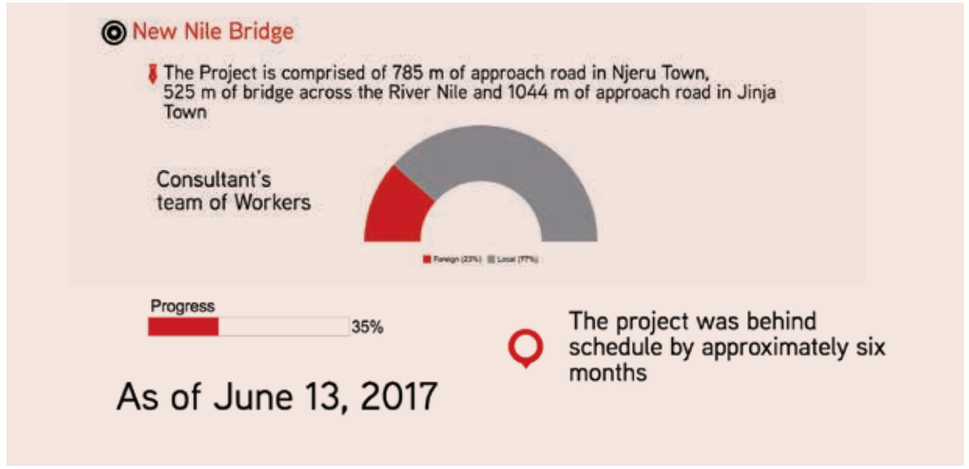
1.2.4 The New Nile Bridge

The New Nile bridge project is located approximately 82km east of Kampala in Jinja. The existing Nalubaale Bridge is a major connection on the Northern Corridor Route (NCR) across the river Nile between the East and western, central and southern parts of Uganda. The Bridge structure built in 1950 has today lived beyond its life span. It is showing signs of distress and there is therefore a threat to the structural integrity of the bridge.

Two feasibility studies were conducted by the World Bank and Japan International Cooperation Agency (JICA) in 2005 and 2009 respectively that led to the selection of the best route for construction of the New Nile Bridge based on economic, technical and environmental considerations.

The Project is comprised of 785 m of approach road in Njeru Town, 525 m of bridge across the River Nile and 1044 m of approach road in Jinja Town. The cable–stayed bridge has three (3) spans (supported lengths): a middle span of 290 meters and two (2) secondary spans of 100 meters and 135 meters. The bridge is designed with additional recreational facilities to enhance tourism including a pocket park, supermarket and restaurants.

The project commenced in April 2014 and is expected to end in April 2018. The project's physical progress is currently 35% by 13th June, 2017 as noted by the contractor with a time delay of six (6) months after commencement. The works contract was approximately US$128.665 million including all taxes while the services contract cost US$14.228 million excluding withholding tax to be covered by Government of Uganda.



The Project is funded by Government of Uganda with a loan from Japan International Cooperation Agency (JICA).

The Main Works Contractor is Zenitaka Corporation (Japan) in joint venture with Hyundai Engineering and Construction Co. Ltd (Japan) whereas the supervising consultant is Oriental Consultants Co. Ltd (Japan) in joint venture with Eight Japan Engineering Consultants Inc. (Japan) and PhyungHwa Engineering Consultants Limited. (Korea)

1.2.5 Namasuba–Ndejje–Kitiko Road in Wakiso

Namasuba–Ndejje–Kitiiko road is located in Makindye Sabbagabo Sub–County, Wakiso district with a total length of 10.1km. The road starts at Bata–Bata stage about 5km from Kampala Central Business District (CBD) along the Kampala–Entebbe road. The project aims to relieve traffic off Entebbe road. The project is being implemented in three sections, namely; Detailed Engineering Design, Upgrading to Bituminous standards of 2km of Namasuba–Ndejje–Kitiko road and Upgrading of Namasuba – Kittiko (8.1km). The project commenced in December 23, 2015 and is expected to end in 2019. The total estimated project cost is UGX 26,414,572,105. 0.2% was spent on detailed engineering design while UGX 10.5% was spent on upgrading 2km of the road to bituminous standards. The scope involved; laying asphalt concrete road, installation of concrete culverts and laying of road kerbs stones, construction of drainage works, and earth works. The design consultant was MBJ Technologies Ltd and the Contractor is M/s Abubaker Technical Services and General Supplies and the supervising consultant is UB consulting Engineers.

Namasuba – Ndeje-Kitiko Road Project

The technical evaluation process took 77 days – which is 3.85 times the recommended duration of 20 days.

Increase in the quantity of concrete culverts by 266% from 60m to 160m. Reduction in crushed stone material (CRR) from 1800 to 1480 m3.

Namasuba-Ndejje-Kitiko Road in Wakiso

- The road length of 10.1km
- The project commenced in Dec. 23, 2015 - 2019
- The project cost: UGX 26,414,572,105

Implementation Phase 2

Cost escalation of over UGX 800 Million in Phase 1 that was included in the budget for Phase 2.

Scope changes in phase one including; increase in the quantity of concrete culverts by 266% from 60m to 160m.

Reduction in crushed stone material (CRR) from 1800 to 1480 m3.

Increase in volume of gravel by 900% from 650 to 6000 m3. An additional item of road marking-6000m

CHAPTER

2

ASSURANCE METHODOLOGY

2.1 General Methodology

The Assurance Process was informed by the ToR in annex B. A Scoping Study conducted by CoST had revealed that information disclosure on public infrastructure projects is not yet well conceptualised across the PEs partly due to lack of administrative appeal mechanisms, and the gaps in the system of judicial review. Other factors identified included negative attitude of some public officials towards information requesters, ignorance about the law, poor information storage and retrieval systems, as well as inadequate financing which undermines the full implementation of the Access to Information Policy. These factors were reflected in some of the experiences the Assurance Process encountered. However, there is a growing interest on access to information, and opening up of information from key agencies on various platforms and forums, the Assurance Process built its base on the Scoping Study findings.

The Assurance Process involved verification of information disclosed to the public on the identified projects with full exploitation of technical knowledge, experience and engineering judgment of the Assurance Professionals and CoST Assurance International Experts. Particular attention was given to information provided on PE websites, online platforms, project sites, newspapers, reports, newsletters among others. Throughout the Assurance process, the Assurance professionals ensured that stakeholders such as PE officials and project managers, District Local Government and Municipality officials and politicians were fully involved and actively participated in the process through interviews, providing information and verification meetings. A detailed description of the methodology adopted is elaborated in the sections below

a. Identification of Procuring Entities

The first stage was to identify Procuring Entities that would participate in the study. The identification process was done by the Multi–Stakeholder Group. Three PEs were selected for a pilot including a PE undertaking one national level project, one local government and three under an Authority. The selected PEs had ongoing projects that already had some information being disclosed. This paved way for ready access

to pro–actively disclosed information to initiate the engagements with the PEs while requesting additional re–actively disclosed information to inform the process.

b. Hold initial meetings with Procuring Entities

The initial meetings introduced the Procuring Entities to; (1) the objectives of the study and (2) the IDS that was used to obtain data. And the core values of CoST; *Assurance, Disclosure and Multi–Stakeholder Engagement*, the Multi–Stakeholder Group further elaborated the relevance and benefits of the Assurance Process to the PEs. During these meetings, the MSG agreed with the Procuring Entities on the projects to be subjected to CoST Assurance Process, the Project contact person(s) from the Procuring Entities and methods of communication. The first meeting was held with Wakiso district on 17th May 2017, UNRA on 18th May 2017 and KCCA on 26th May 2017 as detailed in annex C.

c. Research design

The Assurance Team agreed on the strategies and methods to collect, measure and analyse the data in order to successfully and accurately conduct the assurance process. The study was structured in a way that ensured that both qualitative and quantitative data was collected, measured and analysed. Effective use of data collection instruments and tools ensured this. The major data collection tool used was the CoST Infrastructure Disclosure Framework including pro–active and re–active data points.

d. Participant study

The study population involved participation of the Procuring Entities Procurement and Disposal Units, Project Managers from the Procuring Entities, Project Consultants, and Project Contractors, and citizens from various categories. The Assurance Team worked closely with the participants to ensure quality, efficient, effective and correct data is retrieved, analysed and verified to enable access to adequate information.

e. Proactive Disclosure

Proactive disclosure relates to information that the CoST IDS requires project owners and Procuring Entities to disclose for all eligible projects and contracts at specified stages during the infrastructure project cycle. The information should be in a clear and usable format and disseminated through a public medium that is open and accessible to a wide range of stakeholders. Such information was accessed from the Procuring Entities website, Project Consultants website, Project Contractors website, and other available platforms used to disclose information. Examples are www.unra.go.ug, www.kcca.go.ug, www.user.ug

f. Reactive Disclosure

Reactive disclosure relates to additional information that project owners and procuring entities are required to make available to any eligible person or entity upon request. Reactive disclosure involves making the additional information available to the requesting party in a usable form, in an accessible place and under a specified set of conditions. Such information could not be retrieved from some PEs due to lack of a Formal Disclosure Requirement (FDR) to enable information disclosure for Uganda as per the IDS. Attempts were made to request the information but were only partially successful. Using the CoST – IDS, the Assurance Team studied the information availed from the Procuring Entity prior to the field visit. Information during the desk study phase was extracted in a simple and easy to understand CoST Disclosure format which was later shared and discussed with the PE Focal Persons who on some occasions verified information and provided more information that would be available.

g. Data collection methods

The use of three main data collection methods was employed.

i. ***Interviews*** and interactive formal or informal one–on–one chats were carried out with the relevant parties to collect relevant data. Interviews took the form of face–to–face interactions with stakeholders.

ii. ***Site visits.*** The Assurance Professionals carried out a tour of the project sites to visually inspect works and look out for evidence or collect data in line with the CoST IDS. The Assurance Professionals followed CoST protocol during site visits.

iii. ***Review of Project documentation.*** Data relevant to the CoST IDS was obtained from documentation provided by the Procuring Entity.

h. Data collection instruments

Checklists and Cameras were the main data collection tools;

i. ***Checklists*** were used to ensure that data is collected as per the CoST IDS.

ii. ***Cameras*** to collect photographic data. The cameras were set to include a time and date stamp of the photographs.

i Data collection quality control

Validity and reliability was ensured by using interview guidelines and the use of semi–structured questionnaires in line with CoST IDS as instruments of data collection. The data collection tools were pre–tested and approved by CoST.

j. Data Analysis techniques

Data analysis techniques depended on whether it is qualitative or quantitative data. This Assurance process, sought to find both qualitative and quantitative data;

i. ***Quantitative data:*** This was analysed statistically in form of tables, histograms and an explanation of collected data.

ii. ***Qualitative data:*** This was descriptive and it was treated as such to provide comprehensive reactions to the obtained data.

CHAPTER

3

SUMMARY OF DISCLOSED INFORMATION

General

Information disclosure was based on a two levels of CoST Infrastructure Data standard. The results of the disclosed information for the different projects and PEs is presented in annex A (1–5) as the Infrastructure Data Standard.

Table 1: Summary of items disclosed as per the IDS

*For Wakiso there were three contracts with different level of disclosure

Infrastructure Data Standard – Template		WAKISO*				KCCA		
Project Data	**IDS Items**	Design	Phase–1	Phase–2	UNRA	LOT 2	LOT 4	KIIDP 2
Project Identification	**9**	7	7	7	7	6	6	7
Project Preparation	**9**	2	2	3	6	5	5	6
Project Completion	**6**	3	3	3	6	1	2	1
Total	**22**	**12**	**12**	**13**	**19**	**12**	**13**	**14**
Contract Data								
Procurement	**14**	8	8	11	12	3	6	4
Implementation	**9**	0	0	0	7	3	1	0
Total	**23**	**8**	**8**	**11**	**19**	**6**	**7**	**4**
Grand Total	**45**	**20**	**20**	**24**	**38**	**18**	**20**	**18**

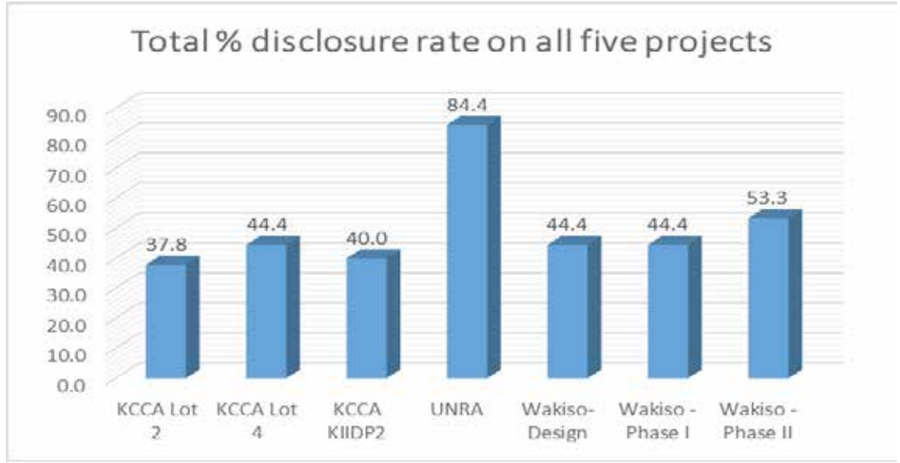


Figure 1: Percentage Total disclosure for the five projects as per the IDS

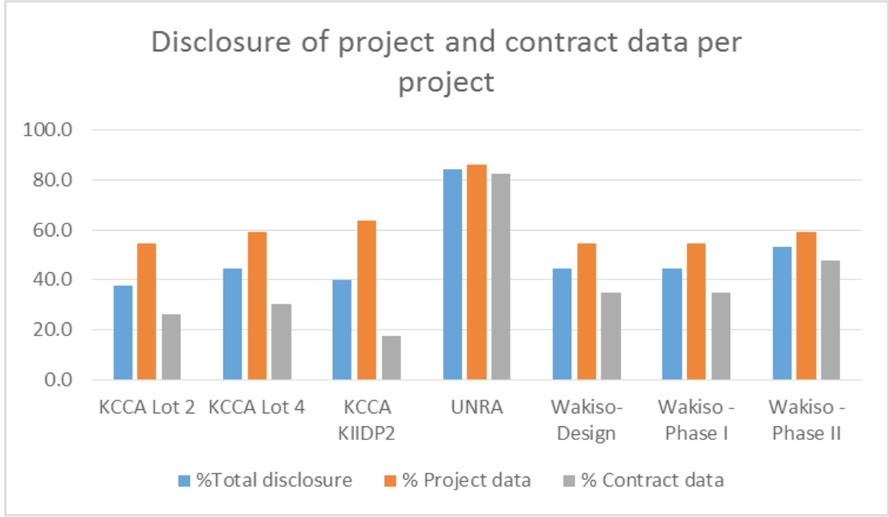


Figure 2: Disclosure of project and contract data per project as per the IDS

CHAPTER

4

ANALYSIS AND RECOMMENDATION OF DISCLOSED INFORMATION

4.1 Introduction

Disclosure of project information for the five projects has been obtained under two levels of proactive and reactive disclosure i.e. (i) preliminary project information and (ii) project information at implementation stage. The summary of disclosed information is in Table 2 above whereas the details can be found in annexes A and D.

The objective of the first level of disclosure is to provide the public with the baseline basic information which includes but not limited to cost, duration and scope while the second level aims to provide answers and understanding to the public on the performance of project milestones through benchmarking with the original values. The key issues to be addressed are whether there are any changes to scope, time and budgets and any justification that warranted the changes. The verification and analysis of disclosed and contract Information has been undertaken and illustrated in the sections that follow.

Areas of Concerns:

Most of the projects suffered cost increases, time overruns and changes to the scope.

There was a general challenge in obtaining the right of way from the land owners and in land acquisition.

Through their site visits, the assurance team also identified a lack of good quality assurance and control processes that ensure the quality of construction and inadequate health and safety provisions to protect construction workers

Wakiso works contractor, Abubaker Technical service for Phase two

KIIDP2 contractor is China Railway Seventh Group Company Limited
KIIDP2 Consultant is Korea Engineering Consultants Corporation
Lot 4 M/s. Stirling Civil Engineering Co. Ltd as the Contractor for actual civil work and consulting Ltd as the Supervising Consultant
Lot 2 contractor is EnergoProjekt & Consultant is PROME consulting Engineers

The supervisory role of the project owners and consultants is weak in the field and this may affect compliance to the contracts and agreement. However, PEs conduct site meetings once in a while.

Key Recommendations

The Government of Uganda through the Ministry of Works and Transport should adopt the CoST Infrastructure Data Standard (IDS) as a tool for disclosing information to the public across the full project cycle. This would be preferably achieved through a legal mandate as part of reforms to the Public Procurement Act.

Procurement Entities should

Enhance the contractors and consultants construction site quality assurance and control proceduresto ensure the infrastructure is delivered to the specified standard

Improve community sensitization and engagement on the economic benefits of the projects to the citizens to enable ease in obtaining right of way from land owners. Government should also put in place conducive policies to address compensation challenges especially on locally funded projects.

Include provision for health and safety measures such as gloves, first aid, drinking water, shelters and washrooms and enhancing female participation within the construction contract

Strengthen the supervision of the contractor and consultants work on site, as well as conducting several site meetings with the contractor and consultant as well as meetings to share project status with the citizens

4.2 KCCA Lot 2

4.2.1 Analysis of project information

During the assurance exercise, it was observed that authorization to obtain information from the PE; KCCA was a challenge. It is imperative that the PE is further engaged to appreciate the importance of the disclosure process and the overall assurance report. This will facilitate the process of obtaining information from the PE. As such, all the information disclosed in this regard is entirely limited to the Public information on www.user.ug website for the KCCA strategy program and the www.kcca.go.ug official website for KCCA. The information is also mostly proactive. The Infrastructure Data Standards (IDS) for Lot 2, Lot 4 and KIIDP2 projects under KCCA for all disclosed information have been appended to this report (annex A).

i. Project identification

The project purpose and expected design life of the project could not be established from the online platform thus it was not disclosed.

ii. Project preparation

- The road project is fully funded by the Government of Uganda. The project cost has been estimated at UGX 54,876,070,942.
- The project brief indicated the provision of a qualified Safety Officer to deal with Occupational Health and Safety, HIV/AIDs and gender management.
- A risk management plan was provided in the project brief. It included anticipated risk, probability of occurrence, responsible person, proposed mitigation measures and the status of the risks.
- Three risks were identified which included property damage, failure to obtain right of way and personal injuries. The risks had a probability of occurrence ranging from 0.5 to 1. All three risks were controlled or mitigated, mitigation measures were not disclosed.
- The project document included the provision of a transport officer to deal with transport and sensitisation.
- The project allowed for the management of environmental issues, the project brief proposed provision of a qualified officer to deal with the environmental action plan and decommissioning plans.

iii. Project implementation

- The projected completion date is April 17, 2018.

4.2.2 Analysis of contract information

i. Procurement

- The contract duration indicated was 22 months based on a start date of June 17, 2016 and end date of April 17, 2018.
- The works contractor selected for the execution of the project was Energo Project.
- The project specifics include the employment of a services consultant for the supervision of works. The consultant selected was Prome Consulting Engineers.

ii. Implementation

- The contract time was extended for 10 months.
- Works were re–scoped to include additional works on Nalukolongo road as replacement for civil works at Sembuule culvert crossing. This is because the road construction works along Sembuule will be handled under a KIIDP project including the drainage works. As such, the funds that had been allocated to the drainage works at Sembuule were re–allocated to handle additional road works.
- The project progress states the following works; sub–base works at Waligo, road bed works at Jakaana, asphalt laying and construction of manholes at Mackay.

4.2.3 Site visit findings

For all roads under this Lot, the following conditions were considered;

- The site visit was conducted for only four roads under Lot 2 where construction works have commenced. These roads include; Waligo road (4.2km), Jakaana road (0.65km), Mackay road (1.6km) and Sembera road (1.5km).
- The typical road cross section for the roads under Lot 2 comprises of a 6.5m wide carriage way, 1.5m wide walkways on both sides of the road for most sections and covered drains.
- The scope of works for these roads include, but not limited to upgrading to bituminous surface, construction of covered drains, and installation of kerbstones.

i. Waligo road in Kawempe division

- The purpose of the road is to reduce the traffic congestion along Gayaza road and act as a by–pass link.



Figure 3: Construction of covered drains in progress along Gayaza road.

- The pavement structure was composed of a 50mm asphalt layer, 175mm CRR Base and a 225mm G45 Sub–base.
- The contractor along with the client holds sensitisation meetings with the community at least once a month handling HIV/AIDS issues. HIV tests are conducted for willing community members.
- The contractor has reported 1 fatal accident that led to the death of one individual. As such, he has been advised to provide temporary humps on the newly constructed road using stone dust to provide speed checks for drivers.
- The financial progress on this road is 50%. The client has been unable to make payments to the contractors since April 2017. This is due to delays in budget releases from the Government of Uganda.
- The client held community meetings to request the community to provide land for the road construction works. Most of the community members have availed land, however some have rejected the demolition of their property for the road. As such, some properties are at risk as they lie immediately adjacent to the road.



Figure 4: Houses immediately adjacent to the road (land acquisition was a challenge at 00 of Lot 2)

- The project signboard does not provide information regarding the project duration and project cost.



Figure 5: Project signboard for Waligo road – project costs not included

- The contractor has effectively removed construction debris from the site.



Figure 6: Removal of debris from construction site

ii. Jakaana road in Kawempe division



Figure 7: Project signboard for Jakaana road

- The pavement structure comprises of a 50mm asphalt layer, 250mm modified CRR Base and a 150mm CR Sub–base.
- The road works have experienced issues related to land acquisition. As such, construction works have been suspended until this can be resolved.



Figure 8: Sections of the Jakaana road with land acquisition issues

iii. Mackay road in Rubaga division

- The pavement structure comprises of a 50mm asphalt layer, 250mm modified CRR Base and a 150mm CR Sub–base.



Figure 9: Concrete mixing for concrete works

iv. Sembera road in Rubaga division



Figure 10: Project signboard for Sembera road

- The major issues on the Sembera road are land acquisition. Construction works from km1+000 to km1+500 have been suspended to handle the issues.
- The pavement structure comprises of a 50mm asphalt layer, 250mm modified CRR Base and a 150mm CR Sub–base.



Figure 11: Showing completion status of Sembera road – no completion data disclosed.



Figure 12: Construction of manhole for covered drains

4.2.4 Recommendations

- CoST Uganda MSG should obtain an MOU with KCCA to enable access to relevant information to inform the Assurance Process.
- Further sensitisation of the PE's regarding the importance of the Assurance Process is conducted. It is hoped that the continuous sensitisation will enable the PE's to be more receptive to the assurance exercise.
- The Assurance Process recommends that the PE provides additional relevant information on the different public platforms used to disburse information especially proactively disclosed information.
- The Assurance Process recommends that the PE adopts the Infrastructure Data Standard from CoST. Through both proactive and reactive disclosure, the issues on transparency, accountability and Multi–stakeholder engagement and managed.
- For projects that engage both a works contractor and a consultant, it is imperative that the contract prices for both the works contract and services consultancy are disclosed separately.
- Where an environmental and social impact assessment is conducted and employed, a brief summary of environmental aspects addressed ought to be communicated.
- Disclosure of details on the transport management and sensitisation provide a clear understanding on how traffic safety is being handled on the project.
- An environmental and social impact assessment report was not disclosed. This is necessary so as to establish if the project had any impact on the environment and what measures had been put in place to manage and mitigate them.
- The land and settlement impact was not disclosed. Such a report is crucial in documenting whether the project had an implication on the existing land owners near and around the project area.
- Under the risk management plan, it was indicated that one of the risks would be failure to obtain the desired road corridor (width). Later in the project challenges, it was indicated that the project failed to obtain the desired road width. However, it is not clear whether it affected the project scope and contract price.
- The project status was not disclosed. This is necessary in establishing if the project will meet its set targets and if there are areas for improvement in regards to effectiveness and efficiency in implementation.

- The procurement process used for the selection of the Works Contract and Services Consultant could not be established. This information is necessary in establishing transparency during the tendering process.
- The tender documents were not availed therefore it was difficult to establish the number of firms that had tendered for the project works contract and the duration for the entire tendering process.
- The project cost for employing a Consultant was not disclosed in the project brief. It is therefore not clear if the total project price is inclusive of Consultancy services.
- The reasons for the time variation of 10 months and its implications were not stated.
- It is imperative that the project physical and financial progress is availed to enhance transparency throughout the project stages.
- On the user platform, the project was reported to have faced budgetary constraints. The report however does not state whether the budget constraints were abated, and whether it had an implication on the project scope or project duration.

4.3 KCCA Lot 4: Design update and construction of roads in the City.

4.3.1 Analysis of Project Information

Project information disclosed was categorised into three sections as analysed as below:

i. Project identification

It was disclosed that the project road is located in Nakawa Division, Kampala and the description of the project was disclosed and is as represented in the IDS. The project owner is KCCA and the project falls under the Transport sector.

ii Project preparation

- ***Scope of works:*** The actual scope of works for the project include; design updates, Site Clearance, Drainage Works, Earth Works, Pavement Layers of gravel or crush stones, bituminous layers & seals, and auxiliary works including street lighting bases as illustrated from the user website.
- ***Environmental Impacts:*** As disclosed it is indicated that some environmental aspects were put into consideration such as; provision of an environmental action plan; and decommissioning plans with a reporting system. However,

noise pollution and property damage were still common environmental impacts which required to be mitigated.

- ***Health and Safety:*** It was disclosed that some social aspects were put into consideration to cover Health and safety issues. A qualified Health and Safety officer was to be provided to deal with occupational Health and Safety, HIV/AIDS and Gender management, transport and sensitization of masses. These were confirmed to be implemented on site.
- ***Funding Sources:*** The funding Source was Government of Uganda. However, the actual project budget, project budget period and date of approval could not be accessed.
- ***Risks analysis:*** Risks that were considered to have occurred include; property Damage, Personal injuries, and failure to obtain the desired Road Corridor width. It was disclosed however that mitigation measures were put in place by the Contractor to reduce on all these risks. A risk analysis of the project is as illustrated in the table below;

Table 2: Risk analysis table for KCCA Roads–Lot 4

Risk name	Status	Probability	Mitigation
Property damage	Controlled / Mitigated	1	–Use of All insurance policy by the Contractor–Traffic, traffic control measures were put in place and Occupation health, occupational health and safety measures
Personal injuries	Controlled / Mitigated	0.5	–Use of All insurance policy by the Contractor –Traffic, traffic control measures were put in place and Occupation health, occupational health and safety measures
Failure to achieve the desired road width	Controlled / Mitigated	0.8	–Sensitization, of the community to help in obtaining the right of way.

Project completion

- The Progress of construction works on Dembe– Kirowoza Road was at 72%, Kiziri Road at 43%, Kigoowa Road at 2% and Magambo Road at 55%. The status of the progress on other roads under the project scope however could not be ascertained from the PE.
- The projected completion date was 16th December, 2017. The project however was extended for a period of 10 months and therefore the previously set completion date was extended accordingly. This was to mitigate any possible cash flow constraints by the client as the budgeted project finances were not readily available. This may result in change in the original Contract price as the contractor would most certainly claim for payment in this effect.

4.3.2 Analysis of Contract Information

Contract information disclosed was categorised into two sections and analysed as below:

Procurement

- The number of bidding firms that submitted could not be accessed since the biding process was not disclosed.
- The procuring Entity– KCCA awarded the contract to M/s Sterling as the Contractor for actual civil works and Professional Engineering Consultants (PEC) as the Supervising Consultant. It was however determined that PEC was not deployed at the same time the Contractor was deployed to carryout civil works. Kagga and Partners was the consultant deployed on 16th June, 2016 to supervise the contractor at the same time the Contractor was deployed. However a new contract was awarded to PEC to start on 18th February as the new Consulting engineer as the contract for Kagga and Partners had expired.
- The Start date for the Contractor was 16th June, 2016 and the contract duration was 18months. This was extended for 10 months to a period of 30 months. The supervising Consultant's contract duration was at 24months.
- The Contractor's contract price of UGX 34,499,288,380 was disclosed. That of the Supervising Consultant however, was not disclosed.
- The scope of works was changed as a result of failure to obtain the desired right of way. Kisalita Road– 0.7km was replaced with Banda Central Road– 0.9km. Additional payment in this effect was to be obtained from money for contingencies that was still covered within the contract price.

Implementation

- The Contractor's major challenges included; failure to obtain the Right of Way (ROW), and Budget constraints. It was further disclosed that a sensitization of the community was being carried out to overcome the constraints in obtaining the ROW.

4.3.3 Site Visit findings

A site visit was conducted on only four roads under Lot 4 for which construction works were on–going. These included; Magambo Road–0.9km, Kiziri Road–0.75km, Kigoowa Road–1.9km and Dembe–Kilowoza Road–3km. The typical road cross section of all the roads comprises of a 6.5m wide carriage way, 1.5m wide walkways on both sides of the road for most sections and a closed drain.

The minimum pavement structure for the four roads under construction is as follows:

Table 3: Pavement thicknesses implemented during construction works for KCCA Roads – Lot 4

Road Name	Pavement Structure and thicknesses
Magambo Road	S–3 Subgrade layer, 150mm G45 subbase with modified CRR, 150mm CRR base and 50mm asphalt surfacing
Dembe–Kilowooza road	S–3 Subgrade layer, 150mm G45 subbase with modified CRR, 175mm CRR base and 50mm asphalt surfacing
Kiziri Road	S–3 Subgrade layer, 150mm G45 subbase with modified CRR, 175mm CRR base and 50mm asphalt surfacing
Kigoowa Road	S–3 Subgrade layer, 150mm G45 subbase with modified CRR, 150mm CRR base and 50mm asphalt surfacing

The contractor along with the client holds sensitization meetings with the community at least once a month handling HIV/AIDS issues. HIV tests are conducted for willing community members. Also there are sign posts along the roads to emphasize on the importance of HIV/AIDS awareness



Figure 7: HIV Awareness sign post

- Financially the contractor has submitted ten(10) applications for payment and has so far been paid money for only two(2) interim payment certificates ideally is a sign of delayed payment that may result in price escalations due to the contractor's claim for interest rates.
- It was evidenced that on some roads, it was not possible to obtain the right of way from the land owners for construction of the required road width, but also for relocation of utilities like electric poles.



Figure 8: Properties and electric poles in the right of way

- The contractor has ensured to erect Project sign boards on the roads as captured in below however these sign boards lack crucial information like project start dates and duration period:



Figure 9: Project sign Board on Kiziri Road

- The contractor's plant and material plant storage is well controlled and safe.



Figure 10: Storage of material. Plant and equipment

- As observed, the contractor has ensured placement of road safety sign posts and warning signs. However some of them are seen to be fallen and therefore not serving their purpose.



Figure 11: Fallen sign post

The contractor was also seen to ensure quality control through use of quality control forms which are subject to the Consultant's approval to proceed with works.

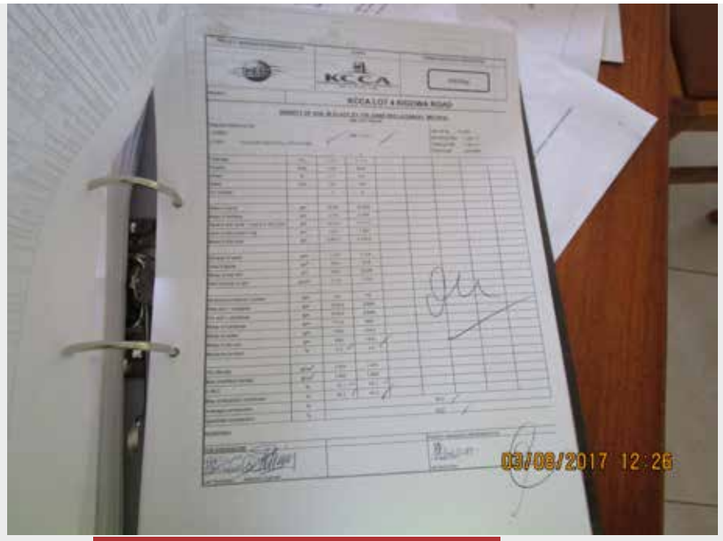


Figure 11: Contractor's quality control forms

4.3.3 Recommendations

- The PE should be engaged to adopt and use the Infrastructure Data Standard through the entire project life cycle to enhance transparency and access to basic project information to enable stakeholder's appreciation and use of information.
- The PE should be enlightened more on the benefits of Disclosure of information concerning public assets and use of disclosed information.
- The PE should be encouraged to display all relevant information on public forums for ease of reference by the Public. There is need to have an Interim/ Formal Disclosure Requirement (FDR) between CoST and the PE.
- To establish the envisaged expenditure to be planned by the PE, it is important that the total project cost including contractor and consultant's sum are disclosed for accountability.
- The PE is encouraged to disclose the project implementation status against the schedule at every stage to determine any possible slippages that may need to be addressed.
- The PE is encouraged to disclose the procurement process and reveal the list of bidders that participated, the evaluation criteria used and how the successful bidders emerged as winners. This is fundamental for ensuring accountability

and transparency as well as underscoring compliancy to the enhancement of local content.

- The PE should consider disclosing to the public; Contract type, titles, status and scope of works for both the Contractor and Supervising Consultant. This is beneficial for the public and PE in determining obligations and restrictions within which the Contractor and Consultant are expected to operate. In addition project team members from the Project owner, contractor and consultant ought to be disclosed to the public.
- It is beneficial that the Consultant's major challenges during project implementation are disclosed to establish whether the contractor and consultant's contract was running smoothly as expected or not or in a bid to appreciate their efforts in executing their mandated project tasks, but also for the stakeholders to identify how to support them in bettering the project.

KCCA KIIDP 2



Figure 13: Project sign post for part one, project costs not disclosed

4.4.1 Analysis of project information

i Project identification

- The project purpose is to improve urban mobility in Kampala through an enhanced infrastructure and institutional capacity of KCCA. The PE also took into consideration the capacity building in the different departments in part 2 that will support the part 1 of the project. This is an indication of a good sustainability plan and maintenance.

- The scope of the project covers all the five divisions of the City (Kawempe, Nakawa, Lubaga. Central Business Division and Makindye division. The PE is expanding the outskirts of the Central Business Division (CBD) as indicated in their Strategic Plan 2014/15 –2018/19.
- Access to the site to enable verification of disclosed data especially project location, implementation, community relations and challenges was granted on 19th July, and planned for the 27th July, 2017, this extended up to 4th August 2017.
- The design life of the project is five years and the interventions have been defined.
- The project team was disclosed with their responsibilities (Project Coordinator – Charles Tumwebaze, manager Roads and Junction – Jacob Byamukama, Engineering project management specialist – Stephen Kibuuka, Transport and Traffic Engineering specialist – Beatrice Magumba, Highway Engineer – David Semugooma, Environmental management specialist – Bruce Rukundo, Social Development Specialist – David Kyaddondo, Procurement Specialist – Denis Abongo Adoko, Engineering Officer – Orwenyi Morris, Communication specialist – Agnes Biribonwa) in the project well elaborated. Their experience in their field of expertise was defined. The PE considered each project personnel where they have enough experience. The public is able to know who to get specific information from and how. The Assurance Process applauds this effort.

ii Project preparation

- The project provided for the management of environmental issues such as noise pollution and land use, however it is not clear what and how the environmental aspects were acted upon and managed as well as the challenges they faced.
- An environmental and social impact assessment report such as a Resettlement Action Plan was not disclosed therefore it was not clear whether the assessment was carried out and if so by which contractor as well as the mitigation measures for the identified risks.
- In the disclosed land and settlement impact some land owners gave land at no cost for the project to continue but a consent agreement was to be signed. No copy of the consent agreement was accessed.
- In the project appraisal document, the PE was to set cut–off dates for surveying and valuation of consultants as the last day of census of the affected people and properties, the date was not disclosed. The project team had meetings with the community and land owners where further questions were answered

by the project team. But the procedure for compensation was not defined hence the affected persons would not easily ascertain when and how they would be compensated. Sections like Makerere Hill road, nine roads with–in Makerere

- University, the University main gate, and University fence were to be constructed using compensation funds for the corridor. Below are the areas of improvement;
  - The compensation funds used is not disclosed;
  - The design and total length of the roads is not disclosed;
  - The Pictorial view for the new main gate has been disclosed but the design is not disclosed;
  - The Contractor and Supervising firm for the roads are not disclosed. and
  - The consent agreement between KCCA and Makerere University management was not accessible.
- A two storied block for Makerere College School was constructed but the consent agreement, contractor and consultant, and compensation funds were not disclosed.
- The projects provided that any social aspects need to be addressed but it is not clear if there are any challenges during the project implementation process of the project. The PE is encouraged to be clear about the social aspects on the project.
- There are no reports on the Injuries On Duty (IOD). It is not clear if the PE provided a certified Safety Officer to make sure the staff at the site are safe well executing the works at the site and have a first aid kit on site.
- The project cost has been estimated at US$183.75m where US$175m was funded by IDA under World Bank and US$8.75m was funded by Government of Uganda. It is not clear if the project is tax exempted or the PE is supposed to pay taxes.
- The project budget approval date could not be ascertained.

iii Project completion

- The overall project status was not disclosed.
- The projected completion cost was not disclosed.
- The project started in May 2015 and its projected completion period is December, 2019.

- The project provides that Monitoring and Evaluation functions should be carried out by the PE. No audit or evaluation reports about the project were disclosed hence it is not clear if the activities carried out are in line with the project Goal and objectives. The completion of the Fairway Junction was January, 2017. The Assurance Process identifies the following areas of improvement;
  - Completion cost was not disclosed.
  - Scope at completion was not disclosed;
  - Project changes were not disclosed;
  - Evaluation or audit reports were not disclosed; and
  - Completion certificate was not disclosed.
- The completion of the Kira road and Kabira Junction was 13th April, 2017. The Assurance Process identified the following areas of improvement;
  - Completion cost was not disclosed;
  - Scope at completion was not disclosed;
  - Project changes if any or not were not disclosed;
  - Evaluation or audit reports were not disclosed; and
  - Completion certificate was not disclosed.
- As of 27th June, 2017, the progress on Makerere Hill road section is at 40%.
  - Estimated Completion cost was not disclosed;
  - Scope at completion was not disclosed;
  - Project changes if any or not were not disclosed; and
  - Evaluation or audit reports were not disclosed.
- As of January 11th 2017, the progress on Bwaise Junction and Mambule road was at 85%.
  - Estimated Completion cost was not disclosed;
  - Scope at completion was not disclosed;
  - Project changes if any or not were not disclosed; and
  - Evaluation or audit reports were not disclosed.

4.4.2 Analysis of contract information

i. Procurement

- The project provides that the PE develops and updates the procurement plan. It is not clear if the PE was able to appreciate what the tender requested for since there was procurement plan could be accessed.
- The contractor selected for the execution of the project was China Railway Seventh Group Company Limited. The procurement process used was not disclosed.
- The project agreement between the PE and contractor as well as the supervising firm was not disclosed in the project key documents and brief. Information about the contractor cost and supervising cost, scope of woks, duration of contract could not be accessed as well.
- Information about the tender documents was not disclosed hence the number of firms that participated in the bidding process as well as the bidding process could not be accessed.
- The project provided that the PE will employ a consultant experienced in the traffic field of Engineering. Korea Engineering Consultants Corporation was selected but the procurement process and the number of firms that were involved in the bidding was not disclosed making it difficult to ascertain if the employed company had the requirements.
- The project provided that the PE should provide procurement Manual to clarify staff roles and responsibilities. But it is not evident that the manual is available or not since it could not be accessed.

ii. Implementation

- The PE has provided a platform indicating phone numbers for reporting fraud and corruption issues. But has not indicated the Funders' contacts in case of such practices.
- The PE provided the benefits attained from the implementation of KIIDP 1 and the challenges experienced. Mitigation measures have been put in place to reduce on the challenges in KIIDP 2 for example, grievance management mechanism to be set in place to address issues of corruption and land compensation. The PE has recruited more experienced staff to strengthen the capacity in some of the departments that are directly involved in the project implementation for example Stephen Kibuuka – the Engineering project management specialist, Highway Engineer – David Semugooma).

- The project cost for employing a Consultant was not disclosed in the project brief. It is not evident that the project budget entails consultancy services.
- The contract scope of works both for the consultants and contractors agreed upon with the PE could not be accessed.
- The contract duration and contract sums for the works and supervision services contracts were not disclosed. This information is fundamental in enhancing transparency and accountability of the PE.
- Part 2 of the project provides for institutional capacity development; its implementation period could not be accessed. In the project appraisal document, the PE is to provide a detailed Engineering design reports using Ugandan National Road Design Standards and Specifications and international best practices, a report was not disclosed. In the project appraisal document, the PE is expected to carry out Group training for project implementing staff and specialized training for Contract Managers under KIIDP 2. No report has been disclosed about this training.
- In the project appraisal document, the PE is required to have a contract management system with monitoring mechanisms to regularly update progress. This system has not been disclosed.
- In the project appraisal document, the PE is expected to carry out studies and prepare designs for the sub–projects to be implemented in the future. These studies have not been disclosed hence it is not evident if they were carried out, or their implementation plan.
- The sub–projects were to be chosen following the selection criteria agreed upon by the funder in the project appraisal document. No information about the sub–projects has been disclosed.
- In the project appraisal document, the PE should update the assets register for easy planning and maintenance of them, implementation of this could not be accessed.

4.4.3 Makerere Hill road section site

i. Measurements and Quality control

- Site visit was conducted on 27th July, 2017. The contractor and consultant were observed at site. The progress was at 50% as of the day of site visit.



Figure 14: AP interacting with PE Engineer and Consultant

- The workers from the contractor's side confirmed that the staff concerns are well handled but some issues of no pay of overtime, disrespect from the contractors is happening though silenced.
- The safety of some materials was considered. The murram was well protected from the bad weather like rain using tumpline. The stoke pile was not well secured from the public.



Figure 15: Stoke pile area unsecured

- Consultant staff confirmed that the contractor and consultant have their laboratories in the same premises. It is not clear if the results for the tested materials are well treated as required.

- The contractor staff confirmed that the quarry for the contractor is located in Luwero district, the borrow pit is located at Wakiso district and has a bearing ratio of 30 but the bearing ratio for the base and sub base was not known by the staff.
- The contractor was not able to disclose the location of their asphalt plant.
- The contractor staff at the site confirmed that the allowable base thickness is 150mm of Crushed Rand Rock (CRR).
- The contractor staff confirmed that the paver lays asphalt with a thickness of 65mm and allowing the compactors (steel drum roller and traumatic rollers) to compact to the required 50mm with 35 rolls as documented in the project agreement with the contractor. But the project agreement was not disclosed.



Figure 16: AP using a gauge to confirm the thickness (65mm) at km 0+150m



Figure 17: Asphalt Layer thickness (51mm) at km 0+020m

- Priming of the base is done using MC 30 as required in the contract agreement mentioned by the project team but the contract agreement was not disclosed.
- The laying of asphalt at chainage 0+150. Temperature measurements are done in presence of the consultant. Sample of Measured temperature for truck (UAW 620H) was done; 131.5^{0}C was observed which is below the recommended temperature of 145^{0}C before laying the asphalt. The procedure for offloading asphalt is being considered by the contractor.



Figure 18: Truck offloading asphalt in the paver



Figure 19: Asphalt temperature (131.5^{0}C) laid at km 0+150m

Unmeasurable concrete poured as a backfill near the just built manhole. The importance for that uncompacted concrete is not well known as the staff found at site could not disclose more information.



Figure 20: Uncompacted concrete as backfill

ii Safety at site – Makerere hill road

- PE engineer confirmed that in case of an emergency or serious injury on duty, the Case Clinic in Kampala – Wandegeya was procured to assist in any health challenges that the workers face. No first aid box was seen at the site.
- Contractor has managed to put up sign posts educating the public about their health, Family, ongoing works, emergency point, marking pedestrian route.

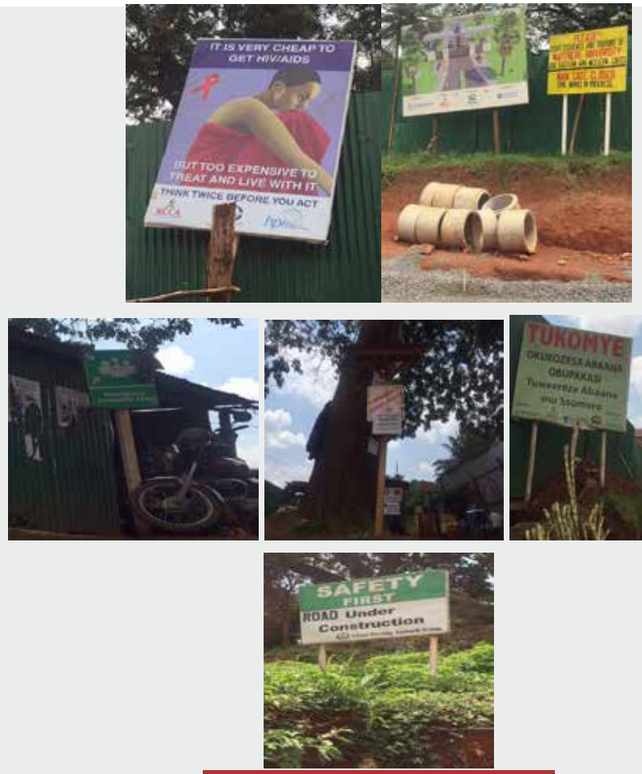


Figure 21: Safety sign posts at the site

The contractors' staff were found not to have Protective gears as emphasized in the project agreement between the KCCA with the World Bank. The staff without gloves taking temperature readings and other staff priming the base while wearing casual shoes and no gloves. The safety of the staff is not guaranteed by contractor. Upon consulting with the Supervisor, the Assurance Team was notified that the workers are reluctant to wear safety gears.



Figure 22: Safety issues at the site

Some part of the section has a culvert protruding through the surface yet the asphalt layer was laid. The part of the road is secured with a warning tape is well protected.



Figure 23: Culvert through the surface

Some of the works where the compensation funds are being used were observed to be on going. The Makerere gate construction was given a duration of 90 days and as of 29th July, 2017, the consultant said that the completion date is 1st August, 2017. The nine roads under construction were not accessible.



Figure 24: Physical appearance of Makerere gate as of 29th July, 2017

The consultant at site confirmed that an extension may be granted since, there was change of scope of the design, poor weather conditions, poor planning by the contractor; that is from 3.5m to 4m beneath the canopy. The design was reviewed by KCCA.



Figure 25: Makerere college block constructed under compensation funds

- The contractor confirmed that the compaction done through the section near the Ham towers building is static compaction. The project engineer from the PE confirmed that the structural integrity analysis report was done and recommendations were that static compaction (without vibration) should be done in that section instead of dynamic (compaction with vibrations). The Structural integrity report was not disclosed to the AP.



Figure 26: Ham Towers

- Few females involved in the contractor's works at the site were observed. They were controlling traffic. A female staff for the consultant team was observed at site as the quality control staff.

iii Mambule road section and Bwaise Junction



Figure 27: Mambule and Bwaise Junction design

The site Visit was granted on 3rd August, 2017. This was the scheduled site meeting for the section. Project team, Consultant and contractor were available at the site.





Figure 28: AP, with the project team, contractor and consultant

- 98% completed works in the section according to the project team and consultant.
- The consultant confirmed that there was change in design and scope of works. The Rock fill had not been provided for in the initial design but during review, it was provided. The project team also confirmed the changes but the increase in the cost of the change was not disclosed.
- Road furniture have been provided.





Figure 29: Road furniture (signs) provided

- The Bwaise junction Signalizing and phase drawings were disclosed and one of the Project staff team elaborated its functionality. The lanes leaving the junction to Mambule road and Nabweru road, 4m width has been provided but the lanes feeding the junction with traffic from the two road, 9m have been provided.

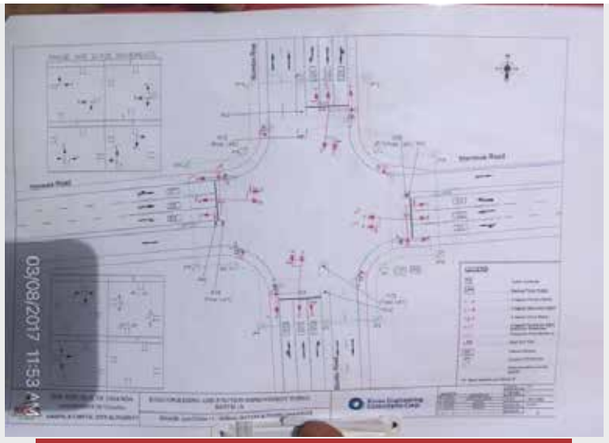


Figure 30: Bwaise Junction signalisation and Phase drawing

- A pedestrian signal button has been provided to allow the pedestrian demand to use the junction. This button was developed with antivandal materials. The pedestrian needs to press and receive a signal.



Figure 31: Pedestrian push button signal

- The project team confirmed that the Electrical Engineers, technicians, traffic department in the PE were trained about the functioning of the traffic lights. No expatriate will be required to repair or maintain the traffic light.
- Street light were provided by Kiboko sub–contractor but the contract agreement was not disclosed. Traffic lights were provided by Re–Power subcontractor but the contract agreement was not disclosed with a maximum were provided as per the project requirement.



Figure 32: Traffic lights and street lights

- Some access roads have not been well done as per the design. The design was not disclosed but the consultant confirmed that 2m distance was allowed for the access roads.



Figure 33: Access road with 2m but with unprotected shoulder

- Walkways were provided but due to the land issues. The width is not constant. Some parts of the section are 2m or 1.5m while some do not have.



Figure 34: 2m and 1.5 walkway provided

- Open drainage channels were provided but not protected from the siltation. Some channels were observed to have stagnant waters. Other Drainage channels were not well completed as required by the project team.



Left – Right: Figure 35: Uncompleted Side walls Figure 36: siltation and wastes

iv. Nakulabye – Bakuli – Kasubi section

- The section progress of works was not disclosed.
- The consultant confirmed that some scope of works was changed. In the design, it was provided that the contractor should use murram (G15) for backfilling culverts then compact with plate compactors but the consultant approved changes to use mortar + cement mix inorder to reduce on duration of drainage works. The project team confirmed that the changes have proven to be productive since a longer stretch is opened and worked on at once. Excavations of 1–2m are done for culverts.



Figure 37: Excavation and Backfilling culvert with mortar

- The consultant also confirmed that only 60m of subbase using murram (G28) had been done as up to date. He also disclosed that the base will have CRR material. The base and subbase will both have 150mm thickness layer.



Figure 38: Contractor preparing subbase

- The safety officer was provided at the site with a trained medical staff. The contractor trained the medical staff at the construction site. The first aid box was available but it didn't have its requirements. Some medicine was observed to be in another wooden box.



Figure 39: First Aid Box and a wooden box with medicine

- The employees are provided with a place to have meals, keep their belongings and water that is treated with water guard.



Figure 40: A place for resting and meals for employees

- The employees created a union that unites all the workers at the project. They confirmed that this has protected them from any form of behaviour from the consultant or contractor.

v. Recommendations

- The PE should disclose the project Monitoring and Evaluation system if in place or develop one to enable alignment of the project objectives with the goal.
- The PE should task its road maintenance department to do frequent distillation of the drainage channels of the just rehabilitated roads in order to allow the roads provide the functions as expected.
- The PE should ensure that land acquisition for the project is done fully to avoid delay in the project duration and change of scope. Compensation needs to be done on time.
- Proper planning and design review need to be considered by the PE before assigning the project to a contractor. This may assist in reduction of project costs and extensions.
- The Project teams from the PE should keep providing technical advises to the contractor and consultants in order to delays caused by repairing what has been constructed.
- Since this project is within the CBD, the PE should disclose the project health and safety team and further establish a platform for the staff offering their services to the project for workers to ably identify where to get help from in–case of urgency. This will enhance workers' confidence since they will be measures to protect their health. The Assurance Process encourages the PE to conduct

quarterly updates about the projects on the available forums and the project site to enable public awareness about the project.

- The PE is encouraged to embrace disclosure of basic project information using the IDS since it simplifies information.
- The PE needs to advise that contractor and consultants to use different laboratories for testing the samples and materials.
- PE should advise the contractors to provide water at the site for the staff working. This may reduce un–necessary movements and stoppage of work.

4.5 New Nile Bridge



Figure 41: New Nile Bridge under construction

4.5.1 Procurement information

- Open International bidding process was used for the procurement of the Works contractor.
- Three (03) bidders for the Works contract were pre–qualified; however, the total number of bidders who expressed interest was not disclosed.
- Zenitaka Corporation in joint venture with Hyundai Engineering and Construction Co. Ltd (Japan) emerged the winning Works contractor.
- Oriental Consultants Co. Ltd (Japan) in joint venture with Eight Japan Engineering Consultants Inc. (Japan) and PhyungHwa Engineering Consultants Limited (Korea) emerged as the Supervising Consultant. Individual local sub–consultants were also engaged in the execution of the project.

- The bidding documents and evaluation reports for the Design Consultant were not made available to the AP by reporting time.
- The bidding documents and evaluation reports for the Construction Supervision Consultant were not made available to the AP by reporting time.
- The bidding documents and evaluation reports for the Works contractor were not made available to the AP by reporting time.

4.5.2 Contract Implementation

i. General Contract data

- The project physical progress was at 35% as of June 13, 2017. The project was behind schedule by approximately six months; however, the contractor is still expected to finish within the projected contract period. The contractor has applied for 55 days time extension with bad weather cited as the main reason.
- The presence of a sub–contractor (UltraCon) was noticed on site. The AP could not access information such as sub–contracting agreements, scope of works for the sub–contractor etc. relating to the sub–contractor from the PE., However, the Project Manager during the verification meeting did mention of the presence of these documents though they were not availed to the Assurance Team.





Figure 42: Subcontractor – UltraCon on site

A project sign board was observed on site describing the name of the contract, name of contractor, consultant, source of funding, commencement and completion dates. For purposes of transparency, it would be beneficial to the Procurement Entity to also include the Contract sum, consultant's sum or the total project estimated costs. However, the AP Focal person at UNRA during the verification meeting mentioned that, inclusion of the project sums on project sign boards can be rectified through Ministry of Works and Transport because the PE follows standard guidelines from the

Ministry, he therefore recommended that the Ministry is engaged to incorporate key data items in the standard guidelines being followed.



Figure 43: Project signboard for New Nile Bridge

ii. Measurements, payments and cost control

No records of payments to the contractor and consultant, cost control and monitoring reports were availed for review. The works contractor has submitted claims; however, details of the claims were not disclosed. The PE indicated that details of payments can only be availed after the project has completed and been fully audited.

4.5.3 Environmental and Social Impact

i. Environmental Impact

The contractor was observed to take the following measures in mitigating negative impacts of the works to the environment:

- Provisions for Construction Site safety, such as safety trainings, site regulations & guidelines, and warning signs during construction;
- Provision of planned site access and circulation routes;
- Maintenance of access to properties along the site;
- site drainage;

- Deliberate management and control of heavy equipment, trucks, supply vehicles and material storage on site;
- Minimization of water degradation by provision of oil and silt traps;
- Disposal of construction debris to specified locations approved by NEMA; and
- Prevention of soil erosion by protection of embankments with canvas material.



Figure 44: Warnings to protect Wild Life

ii Health and Safety

The Contractor has made provisions for health and safety for the project site and made arrangements for safeguarding his workforce, the 'Consultant' and Visitors to site



Figure 45: Health and safety management

During the site Visit the following safety measures were observed;

a. All Workers and Visitors were provided with protective equipment such as safety belts, safety boots, helmets, goggles, mouth and ear muffles;

b. Provision of scaffolding, access ladders & lifts, and barriers for works at heights;

c. Provision of warning signs, cones and temporary fencing around work areas and around the project site; and

d. Well maintained toilet facilities with Male and female sections separated.



Figure 46: Sensitisation on social issues

iii Labour and Gender

A significant presence of female workers was observed on site. The contractor has provided opportunity for female workers to participate in the project creating employment for the local people.

The PE noted to the AP that the project has a committee on site specifically for grievance response and implementing redress purposes. Example including: increased wages; overtime monies; provision of evening tea and provision of clean water points were mentioned as responses to grievances that had occurred to date on the new Nile bridge project.



Figure 47: Molly Santo (female) operating a wheel loader (mobile.monitor.co.ug 13/07/2017)

iv Local Content and knowledge transfer

Of the approximately 500 workers present on site, only 50 (approximately 10%) were foreign workers. Therefore, local people have been given opportunity to participate and acquire skills on the project. With regards to Technical local content, presence of local consultants on the project supervision team was noted. The PE indicated that on the Consultant's team only 5 consultants (23%) were foreign, whereas the other 77% were local. Documentation on the project Consultants team composition was however not availed for review.

v Engagement of Local Communities and other Stakeholders

The PE through their corporate department was said to be engaging local communities and other stakeholders through radio talk casts and Barazas for sensitization update on project progress and communication of any other information pertinent to the project. The same opportunity is used as a channel for the local communities to communicate grievances, if any. However, for this project the verification meeting revealed that there were no radio talk shows, baraza meetings that had been organized by the department to disseminate information but also to share precaution measures to the communities on how to protect themselves while on site among other key issues.

Further still, the verification meeting with the Project Focal person also revealed that various Media Houses have requested to be hosted onsite by the PE so as to give update on progress and targets of the project. Several articles have run on the New

Nile Bridge project in the newspapers as a result of such engagements. This has provided opportunity for the citizens to know about the project.

It is important that training and knowledge transfer especially for the key technical staff is enhanced throughout the project for example by allowing for local assistance for each key specialty. Feedback from the PE indicates that each Key personnel on the project has a local assistant; this however could not be verified from contract documents disclosed by the PE. The AP recommends these efforts to build the capacity of local citizens and encourages other PEs to embrace it to empower local companies and enhance use of local content for national level projects.

4.5.4. Quality Control and Quality Assurance (QA & QC)

The Contractor has made arrangements to ensure quality on the project. Although, no records of material test results and quality control plans were disclosed for review, the following were however noted during the site visit;

i. Material testing

Provisions have been made for an onsite laboratory equipped with machines for concrete, sand, aggregate, soil and steel tests. The contractor indicated that specialized testing of materials beyond capabilities of the onsite laboratory was carried out off site by approved independent laboratories.

ii Material storage

The contract has a designated facility for stockpiling and storage of materials i.e. sand, aggregates, steel, cement, cables etc. on site.

iii Equipment and Plant

The Contractor has mobilized with substantial adequacy for the works on site.









Figure 48: Plant and equipment

4.5.5 Recommendations

- Observations of traffic control management e.g. caution signs or lights, traffic guides and fulltime safety officers will prevent occurrence of accidents on site.
- It is critical that the embankment protection material is maintained to avoid potential soil erosion during heavy storms.
- No first–aid facility was observed at the site during the visit, although feedback from the PE indicated that there is an arrangement with a medical facility in Jinja town for any health and safety emergencies onsite there was no first aid facility that was observed, according to JICA health and safety guidelines (September 2014), a site is ought to have a first–aid facility with a trained medical worker. The PE did not disclose details of the arrangement and medical facility at the time of the field visit.
- The warning signs, site regulations, sensitization messages etc. ought to be in both local and international languages to enable the local and international community comprehend the messages put across. The AP recommends at–least English, Lusoga (since most of the workers are from the Busoga communities) and Kiswahili or the contractor's language.
- Ministry of Works and Transport (MoWT) should be engaged to revise guidelines on project signboard information for proactive disclosure as per CoST Infrastructure Data Standard to include more items such as contract sum, project progress, delays, start and end dates, project life span and any other items as may be required.
- Some Information obtained from face to face interactions with the PE, for example procurement information, project variations and cost escalations could not be verified from documentation as the documentation was not availed for review.





Figure 49: Embankment protection

4.6 Namasuba – Ndeje–Kitiko Road project – Wakiso District Local Government

4.6.1 Procurement Issues

i. Procurement information on the design contract

- Procurement data for design consultant could not be accessed;
- Procurement process information for consultant MBJ–Technologies for phase one could not be accessed.

ii Procurement information on construction contract (Phase I)

Information on the procurement process for Contractor for Phase one could not be accessed.

iii Procurement information on construction contract (Phase II)

- The technical evaluation process took 77 days – which is 3.85 times the recommended duration of 20 days. The fact that the bid validity period is 90 days means that there is a potential risk of delay and or rushing in the award of contracts.
- Three bidders purchased bidding documents, of which only two bidders submitted bids. Abubaker Technical Services and General Supplies Ltd with a bidding cost of UGX 23,577,024,206 and Reddys Engineering & Service Ltd with a bidding cost of UGX 24,004,592,145 whereas Nicotra Ltd did not submit. The PE should study the causes and determinants of low response rate of bidders.

- Only 75% of the members of the Technical Evaluation Committee signed the Technical Evaluation Report on January 03, 2017 (a copy of this is on file). There was no minority report disclosed. The PE should ensure that in the event that a technical evaluation committee member does not sign the evaluation report, a minority report should be availed.
- Procurement process began when the PE had 5 billion out of the required engineering estimate of UGX 18.5 billion as indicated in the procurement requisition of October 11, 2016.
- In the first phase, the PE signed a contract equivalent to the funds available (UGX 2.7 billion). However, in the second phase, a contract was signed worth UGX 23.6 billion which was over and above the available funds of UGX 5 billion. This was contrary to the Solicitor General's advice Vide ADM.7/296/01 (copy on file). As a result of this, it is anticipated that the LG will find difficulties in paying the contractor on time arising into price escalation and cash flow constraints.



Figure 51: The district CAO with CoST MSG Chair and Coordinator at the project site

4.6.2 Contract Implementation information

Changes in project scope

The assurance exercise established that Phase one experienced scope changes in the following areas:

- Increase in the quantity of concrete culverts by 266% from 60m to 160m. Reduction in crushed stone material (CRR) from 1800 to 1480 m^3.

- Increase in volume of gravel by 900% from 650 to 6000 m^3. An additional item of road marking–6000m.



Figure 52: Rufuka Swamp main drainage catchment area

However preliminary findings show that the original contract amount remained constant which points to the fact that there was a cut back on some items of the contract. Hence this could have hurt the project. This is further evidenced by the new contract that has an additional sum of over UGX 800 millions as outstanding works from the previous project. The changes in project scope resulted from inadequate design assumptions made during the design, which led to the update of the design by the contractor as revealed during the verification meeting. These variations in scope are expected to impact the total project cost.

Project signage

A project sign board was observed for only Phase I of the project. Some of the panels had been vandalized e.g. Name of contractor while some information was not originally placed such as the contract sum and project duration. A signboard

for phase II was not in place at the time of visiting the site. To avoid confusion there is need to place the information board for Phase II.



Figure 53: Wakiso project sign board

Changes in project duration.

The project also experienced a time overrun of two months which could be attributed to scope changes. It should, however be noted that;

- The variations procedure and approval were not disclosed;
- Procedure for making payments for variations not being followed as per Section 40: Payments for variations of the contract;
- Procedure for time control and extension of intended completion date was not followed;
- No programme showing the general methods, arrangements, order and timing could be obtained from the District Engineer centrally to Section 27 on Program and Subsection 27.1 of the contract;
- It is required that a Programme of works is made available within 14 days after contract signing as per GCC 27.1. However a work programme was not availed to the AP during the site visit;
- The approvals for update of the program could not be accessed from the PE contrary to Section 27 on Program and Subsection 27.2 and Subsection 27.3;

- The contractor and PE did not disclose their quality assurance and quality control plan. From the site visits there was no evidence of Quality Assurance and Quality Control mechanism and documentation in place. At the time of writing this assurance report, it was noted that the PE supervisor had not flagged out defect or non–conformity issues. This is not in line with Section 33 on Defect Identification Subsection 33.1;
- Documentation on closure of non–conformities was not disclosed contrary to Section 35: Correction of defects Subsection 35.1 and 35.2;
- There was no record of evidence for the utilisation of the advance payment made as per section 51: Advance payment subsection 51.2. Receipts of Equipment, Plant and materials could not be accessed from the supervisor;
- The advance payment guarantee was made on March 24, 2017 within the required time frame of 28 days. A guarantee was provided 21 days after notification of contract awards as per Section 52: Performance security subsection 52.1; and
- The time lapse between notification of contract award and signing of the contract was 1 day.



Figure 54: Outflow of water blocked by buildings.

Observations during the field visit

- The MSG together with the district and the AP conducted the first visit to the site on 13th July, 2017. The visit revealed the need for the Ministry of Works and Transport to offer technical support to the district on how to manage drainage on site as one of the project areas – Rufuka Swamp floods every wet season. The second visit with three Ministry of Works and Transport Engineers was held on

18th July, 2017. During the first visit, the AP and MSG requested the contractor to avail the updated design to ascertain the drainage plan along the swamp but it was not available. It was promised to be availed during the second visit.

- The updated project design was availed to the verification team during the second site visit with the Ministry of Works and Transport. The Ministry asked the district to submit the design to the ministry to enable them provide adequate technical support to the district.
- There was no project information wall for phase three erected on the project site. But the AP observed that work was progressing so fast as compared in the images below on different dates.
  - The consultant, contractor, workers were on site.
  - There was a presence of a mobile concrete mixture on site

Socio–economic benefits of project

The socio–economic benefits anticipated from the project include, but not limited to;

- Improvement and access to Social services and socio–economic improvement of the area;
- Reduction of floods in the project area;
- Direct access to the shores of Lake Victoria with a booming fish and tourism industry; and
- Reduction and diversion of traffic on the heavily congested Entebbe road.

The above socio–economic benefits have not been independently qualified by the AP, however an interview with the local communities alluded to the fact that:

- The value of properties had slightly increased;
- There is a considerable reduction in amount of travel time along the road; and
- Many youth in the area have been employed on the projects and small businesses in the area are booming due to sale of products to the construction workers.

Environmental information

- The NEMA certificate of approval and the respective approval conditions were not disclosed. Nonetheless the AP relied on the contractor's environment management plan.

- Despite the fact that the contractor had an environment management plan, reports on disclosure of non conformities, compliance monitoring and routine inspection to ensure adherence to plan were not disclosed to the AP. Enforcement of Environmental mitigation measures by the contractor executing the road contract are very poor or even non–existent. Workers on site were not consistent in their use of Personal Protective Equipment (PPE) (safety wear).
- On the first site appreciation visit, the AP did not find the environmental officer. It was therefore not clear if the project had a dedicated environmental officer. On the Second site visit, an environmental officer was found on site. No environmental non conformities/snag reports including presentation of corrective actions taken were being documented. Hence no environmental reports on snags and corrective actions taken were presented.
- Monitoring reports and forms in page 48–54 of the contractor's environmental management plan are not being utilised on the project. The contractor did not disclose the filled in environmental monitoring check list, environmental induction register, waste register and personal protective equipment register.
- Monitoring framework on page 45–47 that requires regular monitoring of land and property expropriation impacts, soil erosion, occupational health and safety and tree planting on a monthly and quarterly basis are not being implemented.
- There was no accident register disclosed.
- During the site visit, it was observed that the contractor's staff did not have sufficient safety and protection material. In some cases deep areas were not properly cordoned off. The few project sign boards that exist were in English which may be a problem to the locals that are multi lingual.
- No clear evidence was seen during the site visit to demonstrate that QA/QC is being implemented. During the site visit no slump tests were observed at concrete casting.
- The role of the supervisor in QA/QC on site was insufficient at the time of the project field visit and verification processes. This calls for an increased presence of the Supervisor and Consultant on site to enable efficiency and quality.
- Poor control of materials on sites–this may lead to a mix up of aggregates with loose soil.
- No non–conformance reports were recorded for the civil concrete works at the time of visit. Non–disclosure of NCRs shows not only a lack of transparency or competency from the Contractor's QA/QC team, but also a lack of supervision or competency from the supervisory team. None of the non–conformities and

issues captured during a brief time on–site had been flagged or captured in the NCRs records.

- The methodology and equipment used for of concreting the culvert base in a water logged zone was archaic and not as per international best engineering practice. No evidence of the quality control data for concrete cast was disclosed. Use of a water pump may give more successful results.
- Non–disclosure of the design for the drainage system of the area.
- Local people still traverse construction site due to absence of a fence. All footpaths used by local people should be fenced.



Figure 55: Environmental concerns

4.6.3 Recommendations

- The PE should strengthen its mechanisms for inspection and monitoring to strengthen Implementation of the Environmental Management Plan, Traffic Management Plan and the Occupational Health and Safety
- The PE should strengthen its Quality control and quality assurance function and mechanisms to independently control time, scope and quality of works being undertaken during contract implementation stage.
- There is need to improve the performance of the technical evaluation committee to avoid delays in the procurement process.

- The contractor should develop an updated schedule. Continued implementation of the project works without an approved schedule means progress is not accurately tracked in real time and may result in irreversible delays.
- Repeated Quality Control challenges is hampering overall project progress
- The work methods and workmanship for the contractors can greatly be improved to international engineering best practice.
- Works at Rufuka Swampy area should be fast tracked with technical support and supervision and team–work with the Ministry of Works and Transport before the rains set out in November wet season. The swamp floods off and this may wash away the road works done by the contractor.
- Road works along the project require adequate drainage with a good outflow plan. The plan should be implemented and monitored most often to desist citizens from encroaching gazetted areas for the flooding water.
- Provide timely updates and engagement of citizens' along the project area to enable them know the status of the project, appreciate the works, support and monitor the works and protect themselves in case of danger.

4.6.4. Key areas for improvement

- PPDA rules and Solicitor general's advice not duly followed with respect to committing the PE above available funds; however the District Engineer mentioned that the contractor signed a phased contract that is subject to availability of funds, however this information could not be verified.
- Low level of contract documentation that makes enforcement of quality assurance.
- The role of the District Engineer's supervision role is not adequate particularly for 24 Billion projects; there is need for additional human resource.
- Technical Evaluation Committee evaluation period considerably exceeds the recommended 20 days.
- Low degree of the project design, documentation and detailing resulting in scope changes and increase in project cost.
- Un–explained scope changes/variations in Phase 1 of the project without due process of authorisation and documentation that affected project works in phase II.
- Cost escalation of over UGX 800 Million in Phase 1 that was included in the budget for Phase 2.

- Information on the procurement process for the consultant could not be ascertained.

4.7 Assurance Report General Recommendations

The Assurance Process makes the following recommendations to enhance transparency;

- Procurement Entities should enhance Quality Assurance and Quality Control by the contractor and consultant on site by establishing or implementing clear processes.
- Strengthen disclosure of crucial reactive and proactive project information such as the costs, start and end dates, scope and variations, project status, project life span among others.
- Enhance community sensitization and engagement on the economic benefits of the projects to the citizens to enable ease in obtaining right of way from land owners. Government should also put in place conducive policies to address compensation challenges especially on locally funded projects.
- Provision and enhancement of occupational health and safety measures such as gloves, first aid, drinking water, shelters, washrooms among others on site. Attention should be put on enhancing gender on the project implementation.
- Government of Uganda through the Ministry of Works and Transport should adopt CoST Infrastructure Data Standard (IDS) for ease of disclosure of infrastructure information to enhance transparency, ease monitoring project performance and information sharing.
- The Procurement Entities should look at the Assurance Process as an independent study that enables them avail basic project information to the stakeholders in a more usable format that is internationally accepted.
- PPDA and the Ministry of Works & Transport are implored to work in collaboration with CoST on disclosure to establish a disclosure framework for public infrastructure projects in Uganda.

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ANNEX

A

INFRASTRUCTURE DATA STANDARD

ANNEX A1: DISCLOSED INFORMATION ON KCCA LOT 2

Project Information (12 out of 22 items disclosed)

Project Phase	Project data	Disclosed Data
Project Identification	**Project owner**	Kampala Capital City Authority – Department of Engineering and Technical Services
	Sector	Transport
	Subsector	Local road
	Project name	Lot–2; Design update and construction of roads in the city.
	Project Location	Kawempe Division and Rubaga Division
	Purpose	Not disclosed
	Project description	Design updates, site clearance, drainage works, earth works, pavement layers of gravel or crush stones, bituminous layers and seals and auxiliary works including street lighting bases
Project Preparation	**Project Scope (main output)**	Reconstruction and/or upgrading of Jakaana –0.65km, Nsooba–0.75km, Kafeero–0.8km,Lumasi–0.55km, Muganzi–Awongera–1.6km and Waligo–4.2km in Kawempe division Bakuli market lane–1.0km, Nakibinge–Bawalakata–2.9km, Mackay–1.6km and Sembera–1.5km, Concrete Box Culvert at Sembule and Nalukolongo channel in Rubaga. Total Length:15.55km
	Environmental impact	Not disclosed
	Land and settlement impact	Not disclosed

Project Phase	Project data	Disclosed Data
	***Social aspects**	Provide qualified Safety Officer to deal with Occupational Health & Safety. Provide qualified Safety Officer to deal with HIV/AIDS and gender management. Provide a transport officer to deal with transport and sensitization. Provide Officer to deal with Environmental action plan. Provide qualified Officer to deal with decommissioning plans and reporting.
	Contact details	Not disclosed
	Funding sources	Government of Uganda
	Project Budget	UGX 54,876,070,942
	Project budget Period & date of approval	Not disclosed
	Risk assessment	Damages to nearby properties to be mitigated by Contractor Personal injuries to be mitigated by Contractor Failure to get the desired road corridor (width)
Project Completion	**Project status (current)**	Not disclosed
	Completion cost (projected)	Not disclosed
	Completion date (projected)	April 17, 2018
	Scope at completion (projected)	Not disclosed
	Reasons for project changes	Not disclosed
	Reference to audit and evaluation reports	Not disclosed

Contract Data (9 out of 23 items disclosed)

Contracts	Data to be disclosed	Works Contract (6 out of 23 disclosed items)	Services Consultancy (3 out of 23 items disclosed)
Procurement	Procuring entity	Kampala Capital City Authority	Kampala Capital City Authority
	Procuring entity contact details	P.O.Box 7010 Kampala Uganda Tel: 041–4231446/0204660000	P.O.Box 7010 Kampala Uganda Tel: 041–4231446/0204660000
	Procurement process	Not disclosed	Not disclosed
	Contract type	Not disclosed	Not disclosed
	Contract status	Not disclosed	Not disclosed
	Number of firms tendering	Not disclosed	Not disclosed
	Cost estimate	Not disclosed	Not disclosed
	Contract administrative entity	Not disclosed	Not disclosed
	Contract title	Not disclosed	Not disclosed
	Contract firm(s)	EnergoProjekt	PROME CONSULTING ENGINEERS
	Contract price	Not disclosed	Not disclosed
	Contract scope of work	Not disclosed	Not disclosed
	Contract start date	Not disclosed	Not disclosed
	Contract duration	Not disclosed	Not disclosed
	Variation to contract price	Not disclosed	Not disclosed
Implementation	Escalation of contract price	Not disclosed	Not disclosed
	Variation to contract duration	Contract time extension of 10 months	Not disclosed
	Variation to contract scope	Re–scoping of the works to include additional works on Nalukolongo road as a replacement for Civil Works at Sembuule Culvert crossing.	Not disclosed
	Reasons for price changes	Not disclosed	Not disclosed
	Reasons for duration changes	Not disclosed	Not disclosed
	Reasons for scope changes	Not disclosed	Not disclosed
	Contract status	Not disclosed	Not disclosed
	*Challenges	1. Failure to obtain right of way 2. Budget constraints	Not disclosed

ANNEX A2: DISCLOSED INFORMATION ON KCCA LOT 4

Project Information Data (14 out of 22 items disclosed)

Project Phase	Project data	Disclosed Data
Project Identification	Project owner	KAMPALA CAPITAL CITY AUTHORITY
	Sector	Transport Sector
	Subsector	City Roads
	Project name	Lot–4; Design update and construction of roads in the City
	Project Location	Nakawa Division, Kampala, Uganda
	Purpose	Not Disclosed
	Project description	Reconstruction and/or Upgrading of Magambo–0.9km, Dembe–Kilowoza–3.0km, Kiziri–0.75km, Kigoowa–1.9km, Kimera–1.4km, Kisalita–0.7km, Kisosonkole–1.0km, and Robert Mugabe–1.8km. Total Length–11.45 KM
Project Preparation	Project Scope (main output)	Design updates, Site Clearance, Drainage Works, Earth Works, Pavement Layers of gravel or crush stones, bituminous layers & seals, and auxiliary works including street lighting bases
	Environmental impact	Noise pollution Property Damage Accidents Mitigation measures included; Providing an environmental action plan. Providing decommissioning plans and reporting them.
	Land and settlement impact	Not Disclosed
	Social Aspects	Providing a qualified safety officer to deal with occupational health and safety. Providing a qualified safety officer to deal with HIV/AIDS and gender management. Providing a qualified safety officer to deal with transport and sensitization of masses.
	Contact details	Not Disclosed
	Funding sources	Government Of Uganda (GOU)
	Project Budget	Not Disclosed
	Project budget Period & date of approval	Not Disclosed
	Project Risks	Property Damage Personal Injuries Failure to obtain the desired Road Corridor width

Project Phase	Project data	Disclosed Data
Project Completion	Project status (current)	Progress on Dembe– Kirowoza Road was at 72%, Kiziri Road at 43%, Kigoowa Road at 2% and Magambo Road at 55% .
	Completion cost (projected)	Not disclosed
	Completion date (projected)	16th December, 2017
	Scope at completion (projected)	Not Disclosed
	Reasons for project changes	Not Disclosed
	Reference to audit and evaluation reports	Not Disclosed

Contract Data (10 out of 23 items disclosed)

Contracts	Data to be disclosed	Works Contract	Services Consultancy
Procurement	Procuring entity	Kampala Capital City Authority	Kampala Capital City Authority
	Procuring entity contact details	P.O.Box 7010	P.O.Box 7010
		Kampala Uganda	Kampala Uganda
		Tel: 041-4231446/0204660000	Tel: 041-4231446/0204660000
	Procurement process	Not Disclosed	Not Disclosed
	Contract type	Lump sum Contract (Design and Build)	Not Disclosed
	Contract status	Not Disclosed	Not Disclosed
	Number of firms tendering	Not Disclosed	Not Disclosed
	Cost estimate	Not Disclosed	Not Disclosed
	Contract administrative entity	Not Disclosed	Not Disclosed
	Contract title	Not Disclosed	Not Disclosed
	Contract firm(s)	M/s. Stirling Civil Engineering Co. Ltd	Professional Engineering Consultants Ltd
	Contract price	UGX 34,499,288,380	Not Disclosed

Contracts	Data to be disclosed	Works Contract	Services Consultancy
	Contract scope of work	Design Update services, Site clearance, Drainage works, earth works and pavement layers of gravel or crashed stone, pavement base layers, bituminous layers and seals, Ancillary works for reconstruction of/upgrading of city roads under lot 4	Not Disclosed
	Contract start date	16th June, 2016	17th February, 2017
	Contract duration	18 Months	24 months
Implementation	Variation to contract price	Not Disclosed	Not Disclosed
	Escalation of contract price	Not Disclosed	Not Disclosed
	Variation to contract duration	Variation from 18 to 30 months	Not Disclosed
	Variation to contract scope	Kisalita Road- 0.7km was replaced with Banda Central Road-o.9km	Not Disclosed
	Reasons for price changes	Not Disclosed	Not Disclosed
	Reasons for duration changes	Cash Flow constraints by the Client	Not Disclosed
	Reasons for scope changes	Failure to obtain right of way(ROW) for Kisalita Road	Not Disclosed
	Challenges	-Failure to obtain the Right of Way(ROW)	Not Disclosed
		-Budget Constraints	
		-Delayed approvals of designs by the Client	
		-Delayed payment.	

ANNEX A3: DISCLOSED INFORMATION ON KCCA KIIDP2

Project information Data (14 out of 22 items disclosed)

Project Phase	Project data	Disclosed data
Project Identification	Project owner	KAMPALA CAPITAL CITY AUTHORITY (KCCA)
	Sector	Transport and Institutional and system development support
	Subsector	Road and Institutional
	Project name	Kampala Institutional And Infrastructure Development Project (KIIDP 2)
	Project Location	KAMPALA CITY
	Purpose	To have an enhanced infrastructure and institutional capacity of KCCA to improve urban mobility in Kampala.
	Project description	Component 1: To improve quality of roads infrastructure and associated investments in Kampala City for improved city mobility.
		Phase 1: - Upgrading of the road sections named below all to dual carriageway standard (Makerere Hill road, Bakuli – Kasubi – Nakulabye road, Kira road).
		- Reconstruction of Mambule road
		- Signalizing Bwaise and Fairway Junctions
		Phase 2: - Signalizing priority junction
		- Construction of traffic control centre at City Hall linking all signalized Junctions
		- Upgrading of priority roads to dual carriageway standard.
Project Identification	Project description	- Reconstruction of selected existing roads
		- Upgrading of priority gravel roads
		Component 2: To enhance Institutional capacity of KCCA for infrastructure development and maintenance.
		- Directorates of Engineering and Technical Services.
		- Physical Planning
		- Revenue
		- Support mobile phone service delivery platform.

Project Phase	Project data	Disclosed data
Project Preparation	Project Scope (main output)	Upgrading of the road sections named below all to dual carriageway standard (including associated footpaths, walkways, footbridges, landscaping and upgrading of related drainage systems). The sections include
		- Makerere Hill road – road length of 1.75km and lane length of 6.8km
		- Bakuli – Kasubi – Nakulabye road – road length of 1.56km and lane length of 6.24km
		- Kira road – road length of 0.85km and lane length of 3.4km
		- Reconstruction of Mambule road – road length of 1km and lane length of 2km
		- Signalization of Bwaise and Fairway Junctions
	Environmental impact	Environmental and Social Impact report not disclosed. However, brief includes;
		• Providing an environmental action plan.
		• Providing decommissioning plans and reporting them.
	Land and settlement impact	KCCA is compensating some land owners where the alignment of the road is through private land. But the procedure for compensation has not been disclosed. Some citizens are giving their land free and the concent agreement is signed.
	Social aspects	• Providing a qualified safety officer to deal with occupational health and safety.
		• Providing a qualified safety officer to deal with HIV/ AIDS and gender management.
		• Providing a qualified safety officer to deal with transport and sensitization of masses.
	Contact details	Not disclosed
	Funding sources	- US$ 175million from World Bank through International Development Association
		- US$ 8.75million from Government of Uganda.
	Project Budget	US$ 183.75million
	Project budget Period & date of approval	Not disclosed
	Project risks	Not disclosed
Project Completion	Project status (current)	Not disclosed
	Completion cost (projected)	Not disclosed
	Completion date (projected)	Dec-19
	Scope at completion (projected)	Not disclosed
	Reasons for project changes	Not disclosed
	Reference to audit and evaluation reports	Not disclosed

Contract Data (16 out of 23 items disclosed)

Contracts	Data to be disclosed	Phase 1 A (4 out of 23)	Phase 1 B (4 out of 23)	Phase 1 C (4 out of 23)	Phase 1 D (4 out of 23)
Procurement	Procuring entity	Kampala Capital City Authority (KCCA)	Kampala Capital City Authority (KCCA)	Kampala Capital City Authority (KCCA)	Kampala Capital City Authority (KCCA)
	Procuring entity contact details	P.O BOX 7010 Kampala – Uganda, Plot 1-3 Apollo Kaggwa Road+256 414 231 446 / 0204 660 000	P.O BOX 7010 Kampala – Uganda, Plot 1-3 Apollo Kaggwa Road +256 414 231 446 / 0204 660 000	P.O BOX 7010 Kampala – Uganda, Plot 1-3 Apollo Kaggwa Road +256 414 231 446 / 0204 660 000	P.O BOX 7010 Kampala – Uganda, Plot 1-3 Apollo Kaggwa Road +256 414 231 446 / 0204 660 000
		Email: info@kcca.go.ug,	Email: info@kcca.go.ug,	Email: info@kcca.go.ug,	Email: info@kcca.go.ug,
		Web: www.kcca.go.ug	Web: www.kcca.go.ug	Web: www.kcca.go.ug	Web: www.kcca.go.ug
		Facebook: facebook.com/kccaug	Facebook: facebook.com/kccaug	Facebook: facebook.com/kccaug	Facebook: facebook.com/kccaug
		Twitter: @kccaug	Twitter: @kccaug	Twitter: @kccaug	Twitter: @kccaug
		Twitter: @KCCAUG	Twitter: @KCCAUG	Twitter: @KCCAUG	Twitter: @KCCAUG
	Procurement process	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Contract type	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Contract status	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Number of firms tendering	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Cost estimate	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Contract administrative entity	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Contract title	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Contract firm(s)	Contractor China Railway Seventh Group Company Limited.	Contractor China Railway Seventh Group Company Limited.	Contractor China Railway Seventh Group Company Limited.	Contractor China Railway Seventh Group Company Limited.
		Consultant – Korea Engineering Consultants Corporation	Consultant – Korea Engineering Consultants Corporation	Consultant – Korea Engineering Consultants Corporation	Consultant – Korea Engineering Consultants Corporation
	Contract price	Not disclosed	Not disclosed	Not disclosed	Not disclosed

Contracts	Data to be disclosed	Phase 1 A (4 out of 23)	Phase 1 B (4 out of 23)	Phase 1 C (4 out of 23)	Phase 1 D (4 out of 23)
	Contract scope of work	Makerere Hill road – road length of 1.75km and lane length of 6.8km	Bakuli – Kasubi – Nakulabye road – road length of 1.56km and lane length of 6.24km	Reconstruction of Mambule road – road length of 1km and lane length of 2km	Signalization of Bwaise and Fairway Junctions
	Contract start date	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Contract duration	Not disclosed	Not disclosed	Not disclosed	Not disclosed
Implementation	Variation to contract price	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Escalation of contract price	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Variation to contract duration	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Variation to contract scope	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Reasons for price changes	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Reasons for duration changes	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Reasons for scope changes	Not disclosed	Not disclosed	Not disclosed	Not disclosed
	Challenges	Not disclosed	Not disclosed	Not disclosed	Not disclosed

ANNEX A4: Disclosed Information on UNRA Nile Bridge

Project Information (19 out of 22 items disclosed)

Project Phase	Project data	Disclosed Data
Project Identification	Project owner	Government of The Republic of Uganda represented by Ministry of Finance Planning and Economic Development
	Sector	Works and Transport
	Subsector	Roads and Bridges
	Project name	Construction of a New Bridge Across River Nile at Jinja
	Project Location	The 2nd Nile Bridge is being constructed across the River Nile at Njeru, Jinja, which is located approximately 82 km east of Kampala.
	Purpose	The construction of the Second Bridge across the Nile at Jinja aims to; • Contribute to the country's economic growth by promoting the economic development and integration of Uganda within the surrounding central African countries and providing guarantees to people and trade movement on the Northern Corridor Route (NRC) • Ensure safety of the NCR transportation system by relieving traffic loading from the existing deteriorating Nalubaale Dam/Bridge structure which was built in 1950 • Enhance tourism with addition of this iconic signature bridge in this picturesque location
	Project description	• The Project is comprised of 785 m of approach road in Njeru Town, 525 m of bridge across the River Nile and 1044 m of approach road in Jinja Town. The cable stayed bridge has three (3) spans (supported lengths) with an overall length of 525 meters. It has a middle span of 290 meters and two (2) secondary spans of 100 meters and 135 meters. • The 22.9m wide bridge will accommodate two traffic lanes and one walkway (7.0m carriage way and 2.2m walkway) in each direction. • The bridge will be supported by cable stays anchored onto Y-shaped pylons approximately 69.0m tall and abutment structures on either side of the bride. • The project also includes 1829m of approach road to the bridge.

Project Phase	Project data	Disclosed Data
Project Preparation	Project Scope (main output)	• Approach road 785m from Njeru town • 525m of reinforced concrete bridge across the River Nile. The bridge once complete will be a single plane cable stayed with inverted Y-shape pylons. The bridge will have 3 spans (supported lengths), middle span 290m and side spans 100m and 135m. • Foundation is of on-site bored piles • Two reinforced concrete abutments one on either side of the bridge • Approach road 1044m from Jinja Town
	Environmental impact	• Environmental and social Impact assessment carried out. Key impact noted as resettlement and land acquisition process, as a mitigation strategy, RAP in place and implimented • Fishermen affected by development relocated and compensated • Environmental and social management plan in place.
	Land and settlement impact	Resettlement Action Plan (RAP) in place, all affected persons compensated except absentee landlords whom UNRA is still trying to make contact with
	Social aspects	• Gender inclusion incorporated. • Management of HIV/AIDS issues.
	Contact details	Employer:
		Uganda National Roads Authority
		Plot 3-5 New Port Bell Road,
		UAP Nakawa Business Park, Block D First Floor
		P.O. Box 28487, Kampala, Uganda
		Tel: +256-312-233-100
		+256-414-318-000
		Email: procurement@unra.go.ug
		The "ENGINEER":
		M/S Oriental Consultants Company Limited/Eight-Japan Engineering Consultants Inc./ PyungHwa Engineering Consultants Limited (Joint venture)
		12-1, Honmachi 3-Chome, Shibuya-Ku, Tokyo
		151-0071, Japan
		TEL: +81-3-6311-7883
		FAX: +81-3-6311-8042

Project Phase	Project data	Disclosed Data
	Contact details	Email: intl@oriconsul.com
		Main Contractor:
		The ZENITAKA Corporation (Japan) in Joint venture with HYUNDAI Engineering & Construction co. Ltd (HDEC) (Republic of Korea), 31, Ichibancho, Chiyoda-Ku, Tokyo 102-8678, Japan
		TEL: +81-3-5210-2345
		FAX: +81-3-33264-6793
		Email: kunitani_hirofumi@zenitaka.co.jp
	Funding sources	Loan from The Incorporated Administrative Agency – Japan International Cooperation Agency (JICA)
	Project Budget	Not Disclosed
	Project budget Period & date of approval	Not Disclosed
	Project risks	Not Disclosed
Project Completion	Project status (current)	The project is ongoing with 35% completion as of 13th June,2017
	Completion cost (projected)	Expected to be less than contract price, no variations to project cost are expected by the project manager, however, no claims and project cost tracking reports were availed for review.
	Completion date (projected)	14th April, 2018
	Scope at completion (projected)	• Approach road 785m from Njeru town
		• 525m of reinforced concrete bridge across the River Nile. The bridge once complete will be a single plane cable stayed with inverted Y-shape pylons. The bridge will have 3 spans, middle span 290m and side spans 100m and 135m
		• Two reinforced concrete abutments one on either side of the bridge
		• Approach road 1044m from Jinja Town
		• Pocket park for better viewing by tourists and a Road Resting station with structure containing supper market, restaurants, bridge maintenance room, security house and craft centre
	Reasons for project changes	Interactions with Entity indicated no changes to the project scope
	Reference to audit and evaluation reports	Project still on going, no audit and evaluation reports were available for review

UNRA New Nile Bridge Contract Data (19 out of 23 items disclosed)

Contracts	Data to be disclosed	Works Contract (19 out of 23)	Services Consultancy (19 out of 23)
Procurement	Procuring entity	Uganda National Roads Authority	Uganda National Roads Authority
	Procuring entity contact details	Uganda National Roads Authority	Uganda National Roads Authority
		Plot 3-5 New Port Bell Road,	Plot 3-5 New Port Bell Road,
		UAP Nakawa Business Park, Block D	UAP Nakawa Business Park, Block D
		P.O. Box 28487, Kampala, Uganda	P.O. Box 28487, Kampala, Uganda
		Tel: +256-312-233-100	Tel: +256-312-233-100
		+256-414-318-000	+256-414-318-000
	Procurement process	• Formation of Procurement Team • Development of tender and evaluation criteria • Invitation for Expression of Interest • Evaluation and shortlisting • Invitation to Tender • Pre-bid meeting and site visits • Bidding of Prequalified Bidders • Evaluation of Bidders • Display of Best Evaluated Bidder • Contract Negotiations • Award of Contract	• Formation of Procurement Team • Development of tender and evaluation criteria • Invitation for Expression of Interest • Evaluation and shortlisting • Invitation to Tender • Pre-bid meeting and site visits • Bidding of Prequalified Bidders • Evaluation of Bidders • Display of Best Evaluated Bidder • Contract Negotiations • Award of Contract
	Contract type	Unit Pricing Contract	Time and Material Contract
	Contract status	Ongoing	Ongoing
	Number of firms tendering	Not Disclosed by reporting date	Not Disclosed by reporting date
	Cost estimate	Not Disclosed by reporting date	Not disclosed by reporting date
	Contract administrative entity	Uganda National Roads Authority	Uganda National Roads Authority
	Contract title	Construction of a New Bridge Across River Nile at Jinja	

Contracts	Data to be disclosed	Works Contract (19 out of 23)	Services Consultancy (19 out of 23)
	Contract firm(s)	**Main Contractor:** The ZENITAKA Corporation (Japan) in Joint venture with HYUNDAI Engineering & Construction co. Ltd (HDEC) (Republic of Korea), 31, Ichibancho, Chiyoda-Ku, Tokyo 102-8678, Japan	**Supervision consultant:** M/S Oriental Consultants Company Limited/Eight-Japan Engineering Consultants Inc./ PyungHwa Engineering Consultants Limited (Joint venture) 12-1, Honmachi 3-Chome, Shibuya-Ku, Tokyo 151-0071, Japan **Design Consultant:** M/S Oriental Consultants Company Limited &PyungHwa Engineering Consultants Limited (Joint venture)
	Contract price	**Works Contract:** USD 112,607,084.08(United States Dollars, One Hundred Twelve Million, Six Hundred Seven Thousand, Eight Four and Eight cents only) inclusive of all applicable taxes **UGX 1,174,360,580.21**(Uganda Shillings, Forty-One Billion, One Hundred Seventy-Four Million, Three Hundred Sixty Thousand, Five Hundred Eighty and Twenty-one cents only) Inclusive of all applicable taxes The price also includes Specified Provisional Sum of **UGX 7,681,015,467.36** (Uganda Shillings, Seven Billion, Six Hundred Eighty-One Million, Fifteen Thousand, Four Hundred Sixty-Seven, and Thirty Sic Cents Only)	**Construction supervision consultancy services:** **USD 2,049,376**(United States Dollars, Two Million, Forty-Nine Thousand, Three Hundred Seventy-Six only) **JPY 697,095,315** (Japanese Yen, Six Hundred Ninety-Seven Million, Ninety-Five Thousand, Three Hundred Fifteen only) **UGX 13,727,233,850**(Uganda Shillings, Thirteen Billion, Seven Hundred Twenty-Seven Million, Three Hundred Thirty-Three thousand, Eight Hundred Fifty only) Excluding Withholding Tax estimated at **USD 307,406** (United States Dollars, Three Hundred Seven Thousand, Four Hundred six only) **JPY 104,564,297**(Japanese Yen, One hundred Four Million, Five Hundred Sixty-Four Thousand, Two Hundred Ninety-Seven only) **UGX 2,059,085,078**(Uganda Shillings, Two Billion, Fifty-Nine Million, eighty-five thousand, seventy-eight only) to be covered by GoU

Contracts	Data to be disclosed	Works Contract (19 out of 23)	Services Consultancy (19 out of 23)
	Contract scope of work	• Approach road 785m from Njeru town • 525m of reinforced concrete bridge across the River Nile. The bridge once complete will be a single plane cable stayed with inverted Y-shape pylons. The bridge will have 3 spans, middle span 290m and side spans 100m and 135m • Two reinforced concrete abutments one on either side of the bridge • Approach road 1044m from Jinja Town • Pocket park for better viewing by tourists and a Road Resting station with structure containing supper market, restaurants, bridge maintenance room, security house and craft centre	
	Contract start date	25th November, 2013	20th March, 2013
	Contract duration	1460 days from commencement date	75Months
Implementation	Variation to contract price	Interactions with Entity indicated no variations to contract price so far, however no variation reports were availed for review	No Variations so far,
	Escalation of contract price	Contractor has submitted claims, which are still undergoing evaluation. Details of claims were not disclosed	No escalations so far
	Variation to contract duration	Project behind schedule by approximately 6months due to hard rock encountered during boring of piles, no official contract extension has been granted	No official contract extensions, so far
	Variation to contract scope	• Interactions with Entity indicated, no variations to contract scope so far, however, no variation reports were availed for review	
	Reasons for price changes	• Interactions with Entity indicated no price changes so far, however no project cost tracking reports were availed for review	No price changes so far

Contracts	Data to be disclosed	Works Contract (19 out of 23)	Services Consultancy (19 out of 23)
	Reasons for duration changes	• No official duration changes granted thus far, despite apparent delays during the foundation works, contractor has applied for extension of 55days due to delays as a result of bad weather conditions	No official duration changes granted thus far, despite apparent delays during the foundation works
	Reasons for scope changes	No scope changes thus far	No scope changes thus far
	Challenges	• Hard rock encountered during piling, drilling equipment during piling • Prolonged rains	Not disclosed

ANNEX A5: Disclosed Information on Wakiso

Project Information

Project Phase	Project data	Disclosed Data		
		DESIGN (12 out of 22 items)	PHASE 1-CON-STRUCTION (12 out of 22 items)	PHASE II-CONSTUCTION (14 out of 22 items)
Project Identification	Project owner	Wakiso District Local Government	Wakiso District Local Government	Wakiso District Local Government
	Sector	Transport	Transport	Transport
	Subsector	Local road	Local road	Local road
	Project name	Namasuba-Kittiko and Ndejje-Kibiri Road Project	Namasuba-Kittiko and Ndejje-Kibiri Road Project	Namasuba-Kittiko and Ndejje-Kibiri Road Project
	Project Location	The project road is Makindye-Sabagabo. The road starts at Bata-Bata stage about 5km from Kampala CBD along the Kampala-Entebbe road and traverses through residential and commercial settlements.	Makindye-Sabagabo.	Makindye-Sabagabo.

Project Phase	Project data	Disclosed Data		
		DESIGN (12 out of 22 items)	PHASE 1-CON-STRUCTION (12 out of 22 items)	PHASE II-CONSTUCTION (14 out of 22 items)
	Purpose	• Socio-economic improvement of the Inhabitants	• Socio-economic improvement of the Inhabitants	• Socio-economic improvement of the Inhabitants
		• Direct access to the shores of lake Victoria with a boomimg fish and tourism industry	• Direct access to the shores of lake Victoria with a boomimg fish and tourism industry	• Direct access to the shores of lake Victoria with a boomimg fish and tourism industry
	Project description	Upgrade of 10.1km to Ashpalt/ Bituminous surfacing	Upgrade of 10.1km to Ashpalt/Bituminous surfacing	Upgrade of 10.1km to Ashpalt/Bituminous surfacing
Project Preparation	Project Scope (main output)	Not Disclosed	Not Disclosed	Not Disclosed
	Environmental impact	Not Disclosed	Not Disclosed	Not Disclosed
	Land and settlement impact	Not Disclosed	Not Disclosed	Not Disclosed
	Social aspects	Not Disclosed	Not Disclosed	Not Disclosed
	Contact details	Email: Eng. Mwesigwa +256704194901	Email: Eng. Mwesigwa +256704194901	Email: Eng. Mwesigwa +256704194901
	Funding sources	Road Fund	Ministry of Works	Ministry of Works
	Project Budget	Not Disclosed	Not Disclosed	18,500,000,000
	Project budget Period & date of approval	Not Disclosed	Not Disclosed	2016/2017
	Project risk	Not Disclosed	Not Disclosed	Not Disclosed
Project Completion	Project status (current)	Completed	Completed	In progress-Just started
	Completion cost (projected)	52,923,000	2,707,444,215	23,577,024,200
	Completion date (projected)	23rd March 2016	28th January 2016	24th March 2019
	Scope at completion (projected)	Not Disclosed	Not Disclosed	Not Disclosed
	Reasons for project changes	Not Disclosed	Not Disclosed	Not Disclosed
	Reference to audit and evaluation reports	Not Disclosed	Not Disclosed	Not Disclosed
Contract Data				

Project Phase	Project data	Disclosed Data		
		DESIGN (12 out of 22 items)	PHASE 1-CON-STRUCTION (12 out of 22 items)	PHASE II-CONSTUCTION (14 out of 22 items)
Contracts	Data to be disclosed	DESIGN (8 out of 23)	PHASE 1-CONSTRUCTION (8 out of 23)	PHASE II-CONSTUCTION (11 out of 23)
Procurement	Procuring entity	Wakiso District Local Government	Wakiso District Local Government	Wakiso District Local Government
	Procuring entity contact details	Email: Eng. Mwesigwa +256704194901		
	Procurement process	Not disclosed	Not disclosed	Open National Bidding
	Contract type	Not Disclosed	Not Disclosed	Not Disclosed
	Contract status	Completed	Completed	In progress-Just started
	Number of firms tendering	Not Disclosed	Not Disclosed	2
	Cost estimate	Not Disclosed	Not Disclosed	24,000,000,000
	Contract administrative entity	Wakiso District Local Government	Wakiso District Local Government	Wakiso District Local Government
	Contract title	Consultancy Services for Detailed Engineering Design of Namasuba-Ndejje(7.47Km) and Kibiri-Ndejje Road (2.27)	Phased sealing of Namasuba-Ndejje-Kitiko Road (2Km) in Makindye subcounty-Wakiso Local Government	Upgrading of Namasuba-Kittiko (7.2) and Ndejje-Kibir (2.2) Phase 2 to Bituminous surfacing totalling to 9.4km
	Contract firm(s)	MBJ-Technologies Ltd	Abubaker Technical Services and General Supplies Ltd	Abubaker Technical Services and General Supplies Ltd
	Contract price	52,923,000	2,707,444,215	23,577,024,200
	Contract scope of work	Not Disclosed	Not Disclosed	Not Disclosed
	Contract start date	23rd December 2015	28th October 2015	3rd March 2017
	Contract duration	Not Disclosed	3 Month	24 Month

Project Phase	Project data	Disclosed Data		
		DESIGN (12 out of 22 items)	PHASE 1-CON-STRUCTION (12 out of 22 items)	PHASE II-CONSTUCTION (14 out of 22 items)
Implementation	Variation to contract price	Not Disclosed	Not Disclosed	Not Disclosed
	Escalation of contract price	Not Disclosed	Not Disclosed	Not Disclosed
	Variation to contract duration	Not Disclosed	Not Disclosed	Not Disclosed
	Variation to contract scope	Not Disclosed	Not Disclosed	Not Disclosed
	Reasons for price changes	Not Disclosed	Not Disclosed	Not Disclosed
		Not Disclosed	Not Disclosed	Not Disclosed
	Reasons for duration changes	Not Disclosed	Not Disclosed	Not Disclosed
	Reasons for scope changes	Not Disclosed	Not Disclosed	Not Disclosed

ANNEX

B

COPY OF TERMS OF REFERENCE

TERMS OF REFERENCE (ToR) FOR ASSURANCE PROFESSIONALS (APs)

For Infrastructure Data Standard (IDS) disclosure study of public construction projects

a. Background and Context:

CoST Uganda is a National Chapter of CoST International based in the United Kingdom with a tripartite partnership between Government, private sector and the local communities represented by the Civil Society around the world. CoST Uganda is hosted by Africa Freedom Information Centre, a pan African NGO. Uganda joined the initiative on 18thSeptember 2013 following an application by the Uganda National Roads Authority (UNRA) inviting CoST International to support its work in advancing value for money in public construction projects through transparency and citizen participation in public projects.

The country centered programme is headed by a Multi–Stakeholder Group (MSG) of nine persons. The MSG is comprised of representatives from Office of the Prime Minister, Uganda National Roads Authority, Office of the President (Directorate of Ethics and Integrity), Uganda Bus Operators Association, Uganda Road Sector Support Initiative, Action for Coalition on Climate Change and Africa Freedom of Information Centre.

CoST Uganda seeks to promote the implementation of a viable and sustainable public disclosure process as a government system and compliance of the procurement entities in providing information to the public. The purpose of CoST Uganda is to enhance the current process so as to generate substantial information that will be validated and interpreted into simple language to allow efficient and effective monitoring of public construction projects.

b. Assurance Process

For enhanced transparency to be effective in achieving better accountability in government, stakeholders need to be able to understand the disclosed information

and to identify issues of interest or potential concern. CoST's Assurance Process helps to achieve this by interpreting the disclosed information, and delivering key messages to the public.

The Assurance Process is conducted by a team of Assurance Professionals (APs), appointed by the MSG. The relevance of conducting Assurance Process on selected projects is to monitor the compliance of participating procuring entities with the Interim Disclosure Requirement (IDR)/Formal Disclosure Requirement (FDR) in terms of the completeness and accuracy of the disclosed information, so as to highlight issues of potential concern that is revealed by the disclosed information. This relates to individual projects as well as common performance concerns across the participating procuring entities.

c. Objectives of appointing Assurance Professionals:

The main purpose of the study is to verify information which is currently being disclosed to the public since the inception of CoST in Uganda. At–least two construction projects shall be subjected to the Assurance Process. This consultancy service is procured with the following major objectives:

1. To assist the MSG to liaise with the Procuring Entities (PEs) managing the selected projects to ensure the publication of the relevant data as outlined in the Disclosure Tables in Annex A.
2. To verify the accuracy and completeness of data disclosed on all or a subset of CoST projects, as required by the MSG.
3. To produce reports that are clearly intelligible to the non–specialist, outlining the extent and accuracy of information released on CoST projects.
4. To analyze disclosed and verified data on all or a subset of CoST projects in order to make informed judgments about the cost and quality of the built infrastructure.
5. To produce reports that highlights any cause for concern revealed by the analyzed information.

d. Scope of Services:

The specific responsibilities of the Consultant are:

a. Identify Procuring Entities to participate in the study in liaison with CoST Uganda Project Officer.

b. Hold initial meetings with the participating procuring entities to introduce the objectives of the study and submit the list of information (IDS) the entity is expected to disclose.

c. Agree on the projects that will be subjected to the Assurance Process.

d. Agree and identify the contact person on behalf of the procuring entity to provide the Infrastructure Data and the timeframe for providing the information.

e. Receive and analyze the initial information disclosed.

f. Seek clarifications and further information where this is deemed necessary.

g. Undertake a site visit to get an appreciation of the project and obtain clarifications, confirmations etc from the contractor and/or supervisor on issues not clear to the Consultant.

h. Produce reports that are clearly understandable to the non–specialist, outlining the extent and accuracy of information released on CoST projects and highlight any cause for concern that the analyzed information reveals.

e. Implementation Schedule

The total duration of the consulting services will be 15 working days. Start date of consulting services will be April 10th 2017 and completion of the study is expected by May 10th 2017.

f. Qualifications and Responsibilities of the Consultant

The broad qualifications and the responsibilities of the Consultant are given below:

Academic Qualification and Experience:

- Education: Graduates in Civil Engineering; preferably Masters in Civil Engineering/Construction Management or related field.
- Experience: 10 years of minimum experience as Civil Engineer and at least 5 years of experience in consulting engineering on public construction projects.
- The applicants should be registered with Engineers Registration Board (ERB) and provide proof of registration.

The Engineer(s) who meet these requirements should submit a maximum of 3 pages expression of interest, which should include the following:

a. A suitability statement, including commitment to availability for the entire assignment. Please include your physical contact address and recommendation letter from the ERB.

b. A brief statement about his/her past experience both professional and academic related to this study.

c. A financial proposal for this study.

d. Evidence of a strong team to support him/her in this work.

Applications:

Interested and qualified engineers will be assessed and a decision to appoint made by the CoST

Uganda MSG, in consultation with CoST International Secretariat, on the basis of quality (80%) and price (20%).The deadline for applications is Friday March 30th 2017 at 5:00pm East African Time.

Please email expression of interest to, CoST Uganda Project Officer at olive@africafoicentre.org

Contract Award

The client for this contract is Africa Freedom of Information Centre on behalf of the CoST Uganda MSG. The selected proponent pursuant shall be advised by letter enclosing Agreement for signature. Notice of the contract award will be published on CoST Uganda website and social media.

Key Responsibilities

The Consultant is responsible for the execution of the work in accordance with the TOR. She/he will be responsible to the client and maintain close contact with CoST Project Officer (Client's representative) to ensure that the contract is implemented in accordance with the CoST Assurance Process guideline.

g. Reporting:

The Consultant shall prepare a Disclosure and Assurance report of the two projects selected for the study and submit it to CoST Uganda "before end of the contract". The reports will provide the following:

- A description of the technical approach and methodology used to conduct the study.

- A summary of the construction projects.
- A description of the public documents available, available with extra efforts and not made available, as well as the method of accessing it.
- A summary of the data disclosed, the entire report should be not more than 30 pages, provide a one page summary for each project, the other data/ information should be provided in annexes.
- A data analysis and verification about the project planning, identification, preparation and implementation as well as procurement and implementation of the different contracts under the project (this analysis should highlight the area of concern).
- Key messages/issues from the project for citizens, Private Sector and Procurement Entity to engage.
- A conclusion providing recommendations in regards to the issues of concern identified.

h. Consultant's obligations:

It should be noted that the Consultant will need to provide all the administrative, technical professional and support staff needed to carry out their services. The Consultant will also be responsible for providing all other necessary facilities and logistical support for their staff, including accommodation, vehicle/ transportation during, miscellaneous transportation, office equipment, survey & investigation equipment, communications, utilities, office supplies and other miscellaneous requirements that required rendering their services, effectively.

ANNEX

C

MINUTES OF MEETINGS WITH PE's

REPORT FROM THE MEETINGS WITH WAKISO, UNRA AND KCCA ON INTRODUCTION OF ASSURANCE PROFESSIONALS17th – 26th May 2017

Date and Programme	Notes	Achievements
17th May, 2017 Agenda was; Prayer Communication from the Deputy CAO	**The Deputy CAO** • Welcomed CoST to Wakiso district. • Appreciated for considering the district amongst the PEs to benefit from the programme on enhancing transparency and accountability in the construction sector. • Raised a concern on a national road along Mbale – Mayembe – Moroto found in Sebei under Bulambuli district, the road took long to completion, citizens could not engage because they lacked information until he called the district leadership himself. Learning from this, he values access to information on the sector. • Wakiso lacks capacity to manage the projects, the district is big in size yet human resource is small, many projects are not monitored, and others may fail to kick off, but for those ongoing, sometimes there are wrong individuals who take advantage of the weak monitoring aspect of the district and end up compromising the quality of services they deliver. It is therefore, key that a second institution comes in to support the monitoring and delivery of these services, it is also key to empower citizens to be able to own the projects and ensure they are well delivered through the MSG.	• The district officially committed to work with CoST Assurance Professional, gave a letter of acceptance, access to the site, and all required information. • The district welcomed the plan to formalize the partnership inform of an MOU, this was to be discussed after the first Assurance Process is done. • The district welcomed the disclosure framework and committed to share information with CoST to support them in ensuring quality service delivery. • A project was identified, focal person identified and communicated to CoST during the meeting. • Some of the key challenges the district is facing were highlighted including lack of human resources to effect monitoring of all district construction projects. • The district is not well financed and this affects roads and bridges maintenance.
Communication from CoST Reactions Closure	**CoST** • He prayed that Wakiso embraces CoST and becomes a modal to other districts on transparency and disclosure. • CoST is coming on board to perfect what is already being done, but not to re-event the wheel. • CoST is a tripartite partnership with a multi-stakeholder arrangement comprising of the CSOs, Private Sector and Government.	

Date and Programme	Notes	Achievements
	• PE's are doing a lot of tremendous work, but the citizens seem not to know what is being done. • CoST is here to support PE's to inform the citizens so that they are able to appreciate what is being done and to build trust. • Pointed out that citizens raise concerns because they do not understand the engineering terminologies, CoST is here to simplify such language in partnership with the PEs through Assurance Process. • He wondered why Wakiso as a big district still gets a small percentage of the LG budget, implored the Members of Parliament to advocate for increased financing of the construction sector in the district. • CoST is based on three key core features, disclosure, Assurance and Multi-Stakeholder Engagements. • The main reason for CoST partnership is to support the PE's in improving performance of individual contracts. To achieve this, CoST sought for the meeting to; 1. Agree on a construction project to partner on. 2. Introduce the Assurance Professional 3. Request for information regarding the project selected to inform the AP. 4. Acceptance to work with CoST on the selected project and other engagements. 5. An MOU to formalize the partnership, build confidence amongst each other.	
	Reactions	
	• The project selected is in Makindye Sabagabo, Namasube Ndejje (10.1km), it is a new road managed by the district and funded by Ministry of Finance. The contact person is Engineer Samuel from the district. • Makindye Municipal council requested for a meeting to understand CoST since the project is being implemented in their municipal. • Disclosure and assurance enhances transparency and reduces corruption risks. • Wakiso district was advised to write to Uganda Road Fund and call upon district MPs to support the district in raising more funds. • Bring the media on board to share what CoST does.	
	• Most government officials reside in Wakiso but never think about the nature of the roads they use to their homes. The district had tried to engage some political leaders but this had not yielded much.	

Date and Programme	Notes	Achievements
18th May, 2017 UNRA	**Present were;**	**UNRA committed to take its place on the MSG**
Agenda **Prayer and introductions** **Communication from UNRA** **Communication from CoST** **Discussion on the Scoping Study and Assurance Process letters** **Way forward and Closure**	1. Bakalikwira JJ - MSG/ICT& National Guidance 2. Nimpamya Enock - MSG/ACCC 3. Nathan Byanyima - MSG/UBO 4. Gilbert Sendugwa - MSG/ AFIC 5. Kabatwairwe Olive – CoST 6. Abdalah Tiff – Videographer 7. Joan Rutare - UNRA 8. Charles Kizito - UNRA 9. Ambrose Musinguzi – CoST AP 10. Twebaze Paul - CoST Scoping Study Consultant 11. Allan Ssempebwa – UNRA 12. Isaac Wani - UNRA 13. Lawrence Pario - UNRA **Director Network, Planning Eng. Isaac Wani** The director UNRA is a strong advocate of transparency, she embraces CoST. • Transparency is a critical element of the new UNRA. And it is a component of accountability. • UNRA has put in place new programmes in the reform phases; 1. A Stakeholder engagement plan. 2. Grievance mechanism • CoST is in the right place with the new reforms in UNRA. • CoST • CoST is a charity based initiative aimed at enhancing transparency. • CoST is built on three core features, disclosure, Assurance and multi-stakeholder engagements. • UNRA is the mother of CoST in Uganda; it should even be the host. • All we request of UNRA is on information disclosure and citizen engagement. People need to know what is being done, for example, project costs, time, contractor, scope, variation, length, engineer, consultant, compensation etc. • Seek to validate, simplify the engineering language. Once people know what is being done, chances that they will raise questions on the projects are minimal.	• UNRA committed to work with CoST on the Assurance Process; the focal person was identified and introduced to CoST. • The two consultants were introduced to UNRA and these were welcomed by UNRA and promised to their best to deliver quality findings to inform UNRA's decision making. • UNRA realized the value of CoST in enhancing transparency, building trust and building a strong citizenry that appreciates the work of government. • Official commitment letter on the Assurance Process was to be delivered to CoST. • CoST to officially request for information required by the Assurance Professional. • The field visit for the Scoping Study was planned for 1st June, 2017 in the afternoon. • The Assurance Process field work will be held between the 1st and 15th June.

Date and Programme	Notes	Achievements
	• CoST appreciates that, UNRA is underfunded, yet there are enormous challenges to attend to on the projects, UNRAs fund should be continuous and not subjected to quarterly remittances. The challenges UNRA deals with some of them cannot wait until the new budget approvals because the road sector is the heart of all business in Uganda.	
	- Disclosure will build trust and confidence in project implementation, MSG engagement on disclosure; engagements are on the data disclosed, per project and upstream on policy.	
	- Requested UNRA	
	1. To re-engage on CoST	
	2. Provide feedback on the Scoping Study	
	3. Identify a project for Assurance Process	
	4. Grant CoST access to the project site for both the Scoping Study and Assurance Process.	
	5. Grant CoST access to relevant information on the project.	
	Reactions	
	• The Scoping Study verification will be done on the New Nile bridge	
	• The Assurance Process will be conducted on the same project.	
	• CoST is a strong stakeholder that stands to bridge the gap on information disclosure.	
	• Both parties will share the dividends once the AP reports are completed. These reports spell out checks and balances.	
	• The road sector has no volunteers spending on it, unlike other sectors. There is need to strengthen the communications department of UNRA to speak out on what UNRA is doing.	
	• The road sector is labour based; some of the staff are getting involved in small contracts such as road maintenance, who end up sub contracting other people who never do quality or even any work partly because they aren't paid. There is need for stringent laws to deter already employed staff from getting involved in small local level funds. UNRA should contract unemployed youth, women to engage in road maintenance.	

Date and Programme	Notes	Achievements
	- UNRA should make citizens partners in the road sector to enable them appreciate and realize the value of UNRA. CoST provides a platform to engage the civil society to enhance citizen vigilance and participation on these projects. UNRA should pick leaves from the SAGE programme.	
	- UNRA implored to attend to a 3km road at Saza in Iganga.	

MEETING WITH KCCA TO INTRODUCE THE ASSURANCE PROCESS AND ASSURANCE PROFESSIONALS, 26TH MAY, 2017 AT CITY HALL

Agenda was

- Introductions
- Communication from KCCA Representative – Mr. Alex Ssebagala
- Communication from CoST MSG
- Presentation of the meeting objectives by Ms. Olive Kabatwairwe
- Discussion and way forward.
- Closing prayer

Name	Organization	Contact
Pamela Acheng	CoST AP	0782 519 219
Elizabeth Mampewo	CoST AP	0779 325 541
Bakalikwira JJ	CoST MSG – Government Rep	0752 416 890
Samuel Mutongole	CoST AP	0774 296 190
Orwenyo Morris	KCCA	0794 660 794
Marvin Mayanja	KCCA	0702 355 443
Ssebagala Alex	KCCA	0794 660 058
Nimpamya Enock	CoST MSG - CSO	0755 744 423
Olive Kabatwairwe	CoST Coordinator	0777 290 621
Tif Abdudala	CoST Videographer	0700 776 972

Date and Programme	Notes	Achievements
	Communication from KCCA Representative – Mr. Alex Ssebagala	
	The meeting was chaired by Mr. Alex Ssebagala on behalf of Mr. Robert Kyukyu who was in another engagement. Alex addressed himself to the following;	
	• Welcomed CoST to KCCA noting that there have been several engagements between KCCA and CoST before regarding the partnership. He mentioned that, he was not able to be part of the meetings due to some schedules that never enabled him to be available.	
	• He also introduced KCCA team in the meeting.	
	• He was happy that, he was granted the opportunity to meet the CoST team. He has been interacting with the CoST Coordinator, Ms. Olive on phone but was pleased to meet her in person.	
	• He welcomed the engagement on project Assurance Process and was hopeful that, this contributes to the betterment of the construction sector under KCCA.	
	• He noted that, KCCA is already ensuring disclosure of information as per the USER platform, implored the Engineers to take more time to understand the projects they are studying before hands on engagements.	
	• He advised that to have an effective partnership on information sharing, it is more formal that an MOU is signed to enable each party know their role, responsibilities and expectations. He therefore requested for a copy of the proposed MOU. He promised that, KCCA team will look at the MOU, make comments and revert to CoST.	
	• He also requested that, a meeting will be held to discuss the MOU after comments from KCCA to discuss or sign the MOU to enable information sharing.	

Date and Programme	Notes	Achievements
	Communication from CoST Multi-Stakeholder Group (MSG	
	• Mr. Jonah J. Bakalikwira introduced CoST team including the Assurance Professionals.	
	• Appreciated KCCA on behalf of the MSG for welcoming CoST in reference to the previous over four meetings.	
	• He made a quick comment that the environment at KCCA surely indicates that the vision of making KCCA an icon for development is real and achievable. He therefore, requested KCCA to embrace CoST to realize more value in the construction sector and furthermore, spend less but achieve quality on the construction sector.	
	• Mr. Enock Nimpamya, the Vice Chairperson CoST appreciated KCCA for giving CoST audience to strategize a working relationship. It was his prayer that, these engagements yield into a formal partnership that will lead the two bodies into signing an MOU.	
	Presentation of the meeting objectives by Ms. Olive Kabatwairwe – CoST	
	• Appreciating KCCA for the audience, she noted that the meeting was majorly aimed at discussing the Assurance Process.	
	• The meeting was requested for on the following grounds;	
	1. To introduce the Assurance Professionals.	
	2. To request for information as per the Infrastructure Data Standard (IDS), she shared a copy.	
	3. Identification/confirmation of the three projects for the Assurance Process.	
	4. Identifying a focal person/s to support the Assurance Professionals in sharing information, scheduling field visits, and interviews as well as feedback where there is need.	
	5. A commitment letter by KCCA to working with CoST on the Assurance Process on the selected projects.	
	• Because of time factor, Olive requested that as per the IDS, there is information expected from the entities pro-actively, it was her prayer that such information is availed to the engineers as we wait for the MOU to enable access to information under re-active disclosure.	

Date and Programme	Notes	Achievements
	Discussion and way forward.	Key commitments from the Meeting
	• KCCA will ask the directorates to nominate Project Officers for the three projects to become focal persons to CoST, this will be done in the meantime as, the process of expediting the MOU, and a clear work plan is done.	• Understanding the three selected projects by the Engineers in reference to information on and use of the information disclosed on USER.
	• KCCA noted that, the commitment letter will be given to CoST after signing the MOU.	• Reading the KCCA Act and the Strategic Plan
	• MSG requested KCCA to share information provided pro-actively, to enable the Engineers start off with work.	• KCCA and CoST to expedite the process of signing the MOU
	• MSG requested the Engineers to get conversant with the following documents as they speak a lot to the projects they are being introduced to, KCCA Act, KCCA 5 year strategic plan, Republic of Uganda Constitution, Local Government Act, SDGs, NDP-II, Vision 2040.	
	• CoST requested that the Engineers will be introduced to the	Plan an engagement meeting with KCCA after the comments on the MOU.
	• USER platform for the mean time to get information disclosed as the process of the MOU is being expedited, and KCCA agreed to this.	
	• CoST was allowed to keep in contact with the officials in-case of any information that may be of urgency and the officials will find means and proper ways of sharing it to enable the Engineers be doing some work.	

Notes

Notes

Procurement Entities that participated in the First Assurance Process

KCCA
KAMPALA CAPITAL CITY AUTHORITY
For a better City

UNRA
Uganda National Raods Authority

FOR GOD AND MY COUNTRY
Wakiso Local Government

With Financial and Technical support from CoST International Secretariat

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