



**Infrastructure
Transparency
Initiative**

Uganda

**2nd DRAFT ASSURANCE REPORT FOR THE 2ND ASSURANCE
PROCESS ON THE TTE 1 PROJECT UNDER MINISTRY OF
EDUCATION AND SPORTS**

SEPTEMBER 2018



Abilonino National Instructor's College



Mulago Health Tutor's College

ACKNOWLEDGEMENTS

As the Congolese proverb goes, “A single bracket cannot jiggle.” The successful development and completion of this report is as a result of effort and support from several parties. I would like to thank the Management of CoST Uganda Chapter MSG hosted by AFIC, who have been more than gracious to provide me and my colleagues the opportunity to undertake the experience of preparing the 2nd Assurance report for the Public Infrastructure projects assigned to us. I particularly would like to appreciate the support provided by Mrs. Olive Kabatwairwe who has coordinated the entire process on behalf of CoST-MSG, Mr. Arthur Oyako who offered support in the preparation of this report and Eng. Alex Turihohabwe for the professional support during the field visits. To my fellow colleagues Ms. Elizabeth Nampewo, Mr. Ambrose Musinguzi, Mr. Samuel Mutongole Dr. Jotham Sempewo and Mr. Derrick Mzoorathank you for the support provided ethically, professionally and socially working with you.

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THE STORY

The 2nd Assurance exercise commenced on March 01, 2018 covering three (03) Procurement Entities studying five (05) projects in eleven (11) project sites. The Assurance exercise covered in this report was conducted on four (04) project sites under the TTE 01 project with Ministry of Education and Sports. This report is aimed at presenting the data collected during the exercise in a legible and understandable format. From this report, the reader will be able to assess the levels of disclosure between different procurement entities, their performance and best practices for replication. The TTE 1 project covered four (04) colleges under the Ministry of Education and Sports and amongst others aimed at strengthening the management capacity of the selected colleges.

The Ministry of Education and Sports procured Consultants and Contractors for the infrastructure works to be executed at the respective colleges. The funding was sourced from the Kingdom of Belgium through Enabel (formerly Belgium Technical Cooperation) and the Government of Uganda made a contribution of 18% towards VAT payments. Each project had a unique start and finish date along with their respective project scopes.

Sustainable infrastructure was at the centre of the design of the facilities. The use of biogas as an alternative fuel source, solar water heaters, natural ventilation and lighting were incorporated in the facility designs. The project also ensured that the workshops, libraries and laboratories were equipped for effective use.

The level of disclosure was good with an average of 71.6% of the 46 data points having been disclosed either proactively or reactively. The data presented in this report was gathered from meetings with the Procurement Entity, Funding authority – Enabel, Beneficiary colleges and their respective official websites.

It was discovered that all project sites experienced variation to the project scope as a result of additional works agreed upon due to savings made on the exchange rate.

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ACRONYMS

AFIC	Africa Freedom of Information Centre
AP	Assurance Professional
CoST	Construction Sector Transparency
FY	Financial Year
GoU	Government of Uganda
IDS	Infrastructure Data Standard
LG	Local Government
LTD	Limited
MoU	Memorandum of Understand
MSG	Multi-Stakeholder Group
TOR	Terms of Reference
TTE	Teachers' Training Education

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

On September 18, 2013, Uganda joined the CoST initiative through an invitation by the Uganda National Roads Authority (UNRA). The aim was to advance value for money on all her infrastructure projects. A scoping study was later on conducted in 2016 and looked at the existing disclosure tools used by the PE's. It revealed that Uganda has an enabling environment for implementation of CoST approaches, provided that issues regarding existing policy, data capacity, and civic engagement are addressed. It also demonstrated that the level of disclosure amongst the Procurement Entities studied was low-to-average ranging from 18% disclosure with Ministry of Education and Sports and a highest disclosure of 67% in PPDA.

The first assurance exercise was conducted in May 2017 with three procurement entities; Uganda National Roads Authority, Kampala Capital City Authority and Wakiso Local Government studying five (05) public infrastructure projects. The first assurance exercise experienced challenges of delays in accessing authorisation from two (02) PE's. However, results from the assurance process indicated low levels of disclosure from KCCA between 37.8% and 44.4%, average rate with Wakiso LG at 44.4% to 53.3% and a good rate from UNRA at 84.4%.

A second assurance exercise has been conducted following experiences and lessons learnt from the 1st Assurance process. The Assurance Process involved retrieval, analysis, interpretation and presentation of all 46 data points of the project information disclosed by Ministry of Education and Sports for both proactive and reactive information on TTE1 project. 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 analyzed. 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.

The second exercise was conducted with three (03) Procurement Entities, namely; Ministry of Education and Sports, the Ministry of Works and Transport and the Wakiso Local Government studying eight (08) infrastructure projects. This assurance report covers the TTE-1 project under the Ministry of Education and Sports. The information for the HEST project under the Ministry of Education and Sports, the projects under Ministry of Works and Transport and Wakiso Local Government are in four (04) separate assurance reports.

The Belgian Technical Cooperation (currently known as Enabel), in one of her bilateral agreements for supporting Uganda, gave the Uganda government a grant towards a co-funded project for "Improving the training for BTVET technical teachers/instructors, health tutors and secondary teachers – UGA 09 020 11". In December 2011, the Training and Education (TTE) project was signed and estimated to cost € 19,254,636. It was proposed that the Belgian government would contribute €17,504,636, while the balance of € 1,750,000 as an 18% VAT tax would be covered by the Ugandan government. The first phase of the project was conducted between 2011 and 2017 at teacher/tutor training centres in Mulago, Kaliro, Muni and Abilonino, and jointly executed by MoES and BTC as the TIET-TTE project. The second phase is estimated to begin in October 2018 for a period of 5 years.

1.2 OBJECTIVES OF THE PROJECT

The main objective of the TTE1 project is to provide an improved teaching and practice-oriented learning environment, supported by a strengthened support supervision and visitation (inspection) service.

To reach this objective, the project defined a strategy that addresses four areas:

- Strengthening the teacher education system in relation to the colleges in the areas of communication, support supervision and visitation, strategic management and lecturers' qualifications (Result 1);
- Strengthening the management capacity of the supported colleges (Result 2);
- Improving the quality of teaching and learning in the supported colleges (Result 3);
- Rehabilitating, extending and equipping the college facilities (Result 4).

1.3 PROJECT DESCRIPTION

This report covers four (4) project sites under the TTE1 project with the Ministry of Education and Sports as indicated in Table 01 below.

Table 1: Project sites under MoES TTE1 project subjected to the Assurance process

S/N	PROCURING ENTITY	PROJECT NAME
1	MoES	Health Tutors College-Mulago: health tutors' education
2	MoES	National Teachers College Muni: secondary teachers' education
3	MoES	National Teachers College Kaliro: secondary teachers' education
4	MoES	Abilonino Community Polytechnic Instructors College: technical instructors' education



Figure 1: Map showing the project sites for the TTE 1 project

1.3.1 Construction of Pedagogic Block at Health Tutors' College, Mulago

The project is located at Mulago National Referral Hospital sitting on a 4-acre plot. The scope of works included the construction of a four-level block with Class rooms on the ground and first floor, Skills

Laboratories on the 2nd floor and a 100 capacity user-friendly library on the 3rd third floor and purchase of furniture and equipment for the facility. The civil works were estimated to cost UGX 1,832,067,235 while the Consultancy services were priced at UGX 183,000,000. The project was expected to run for a duration of 9 months with a start date of June 2014. The project was completed on August 31, 2015 by Egy Trading and Engineering Projects Limited and supervised by Arch Design Limited.

1.3.2 Rehabilitation and construction of new buildings at National Teachers' College, Muni

Muni National Teachers' College located in Arua district is one of the five National Teachers' Colleges in Uganda. The college started in 1947 as a Primary Teachers' College and currently offers Diploma in Education Secondary and Diploma in Education Primary programs. The project aimed at rehabilitating and extending of pedagogic facilities as well as construction of new facilities.

The project commenced on January 05, 2015 and was completed on August 13, 2016 at a total sum of 9,210,592,199 UGX. As a result of savings, additional works were procured and commenced on March 11, 2016 and completed on October 31, 2016.

The project aimed at providing a pleasant external learning environment, safe learning spaces with well-defined pathways and student routes.

1.3.3 Rehabilitation and construction of new buildings at National Teachers' College, Kaliro

The purpose of this project was to provide learning facilities for Secondary teachers training. Located in Kaliro district, the project site involved existing facilities that required rehabilitation as well construction of new facilities. Among others, the project scope included the replacement of asbestos sheets, improvement of sanitary facilities, improved aesthetics and external drainage. Additionally, the construction works covered construction of new energy efficient facilities, installation of renewable energy facilities for cooking and heating and installation of equipment and furniture. The project commenced on December 13, 2014 for a duration of 14 months and cost Euros 1,900,000 for civil works and USD 280,000 for Consultancy services. The costs of installation of equipment and furniture have not been assessed for this project report.

1.3.4 Construction of new buildings at National Instructors' College, Abilonino

The National Instructors' College, Abilonino is located in Kole district, Northern Uganda. The college is a learning facility for Vocational instructors under the Ministry of Education and Sports. The sub-project under, Teacher Instructor Education and Training project aimed at constructing new pedagogic facilities, and installation of equipment and furniture at the Abilonino facility. The project scope included, but not limited to; the improvement of sanitary facilities; improvement of aesthetics and external drainage; the construction of energy efficient facilities; installation of renewable energy facilities for cooking and heating. The project commenced on May 20, 2015 and was expected to cost Euros 2,600,000 for the civil works and USD 280,000 for consultancy services. The total project cost at the time of completion on

February 28, 2017 was UGX 10,183,968,035. The civil works were completed by Tirupati Development Limited and supervised by FBW Architects Limited.

1.4 ASSURANCE SCOPE OF WORKS

The scope of works for this assurance exercise will include:

- Identification of Procuring Entities to participate in the assurance study.
- Participate in PE Engagement Meetings during CoST Assurance Process to introduce the objectives of the study, review and share methodology, experiences, challenges and findings.
- Conduct desk reviews on Assurance Process; identify tools for data collection in line with the Infrastructure Data Standard (IDS).
- Verification of the accuracy and completeness of data disclosed on the projects through Validation meetings with the PE
- To receive and analyse data disclosed and verified for all CoST projects in order to make informed judgments about the cost and quality of the infrastructure.
- Produce reports that are clearly intelligible to the non-specialists, outlining the extent and accuracy of the information released on the CoST projects.
- Synthesise collected information and produce reports highlighting information obtained and key concerns

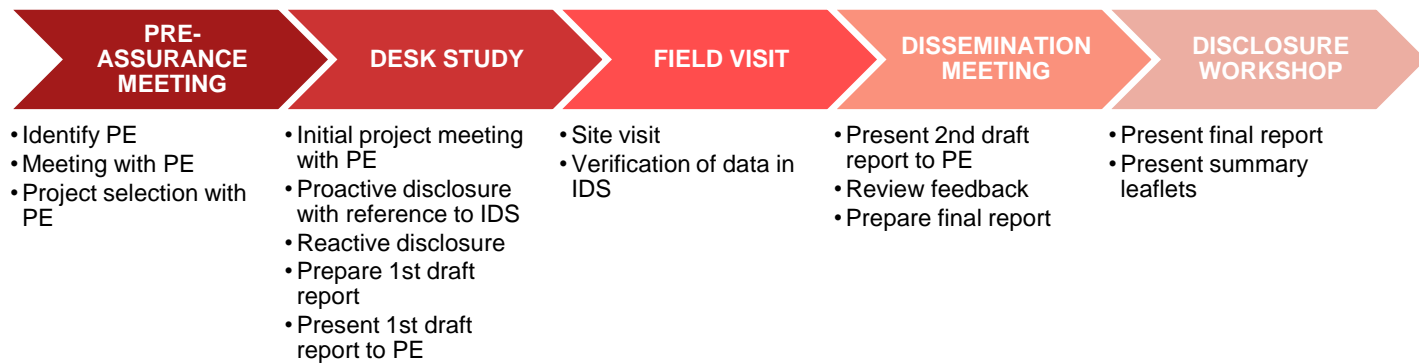
CHAPTER TWO ASSURANCE METHODOLOGY

2.1 General Methodology

The Assurance process is guided by the CoST Disclosure Manual 2018 in order to execute the tasks pertinent to the successful completion of the process. The Assurance process involved a desk review to help inform and populate the IDS for basic information and understanding of the project including the Scope, location, project name, etc. Validation meetings were conducted together with the PE to help in the verifying accurateness, completeness and correctness of the data collected. Throughout the Assurance Process, the Assurance professionals ensured that stakeholders such as Agency officials and project managers, District Local Government and Municipality officials and politicians were fully involved and actively participated in the process. A detailed description of the methodology adopted is elaborated in the sections below

2.2 Summary of Methodology

Figure 2: Summary of Methodology



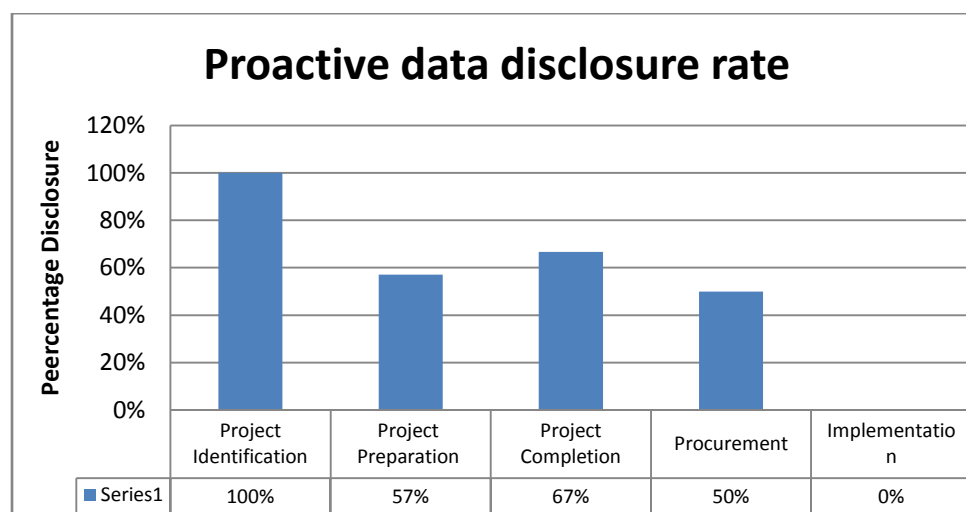
CHAPTER THREE: SUMMARY OF DISCLOSED INFORMATION

3.1 General Summary

Table 2: Summary of Data disclosed

IDS Disclosure Items		Number of Disclosed Data Points			
Proactive Disclosure	IDS Points	HTC Mulago	NTC Kaliro	NTC Abilonino	NIC Muni
Project Identification	7	7	7	7	7
Project Preparation	7	4	4	4	4
Project Completion	6	4	4	4	4
Procurement	14	7	7	7	7
Implementation	6	0	0	0	0
Total	40	22	22	22	22
Reactive Disclosure					
Project Identification	8	7	7	7	7
Completion	6	5	5	5	5
Procurement	5	4	4	4	4
Contract	3	2	2	2	2
Implementation	5	5	5	5	5
Total	27	23	23	23	23
Overall Total	67	45	45	45	45

Figure 3: Bar graph demonstrating Pro-active data disclosed for TTE1 project



Proactive Data points Disclosed

Project Identification

1. Project reference number
2. Project Owner
3. Sector, Subsector
4. Project name
5. Project Location
6. Purpose
7. Project Description

Project preparation

1. Project Scope
2. *Environmental Impact*
3. *Land and Settlement Impact*
4. Contact Details
5. Funding Source
6. Project Budget
7. *Project Budget Approval Date*

Project Completion

1. Project Status (Current)
2. Completion Cost (Projected)
3. Completion Date (Projected)
4. Scope at Completion (Projected)
5. Reasons for project changes
6. *Reference to audit and evaluation reports*

Procurement

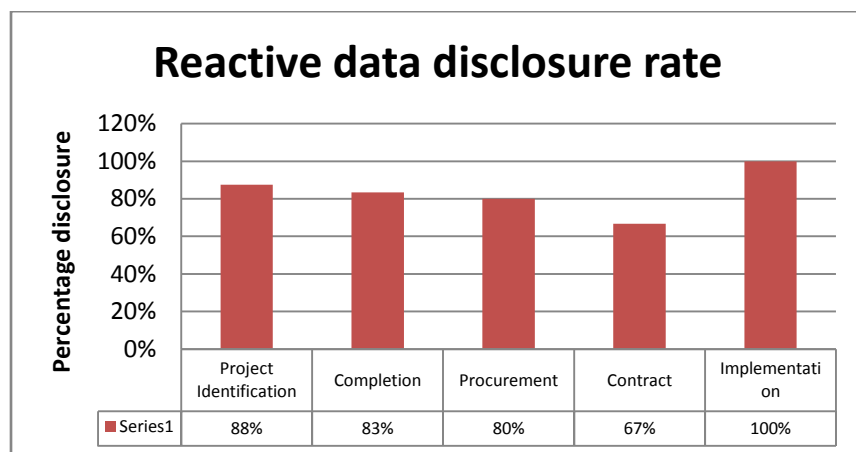
Implementation

Interpretation: The disclosure of project data was fair with an average total disclosure rate of 55% for all four projects.

The PE disclosed 100% of the project identification data on public platforms including the PE website, donor website, project signboards and publications. The projects experienced changes to the scope as a result of additional works from savings. This resulted in a variation in the

project scope between 2 and 9 months. The project completion costs were not varied and as such the project did not require additional funding.

Figure 4: Bar graph showing Reactive data disclosed



Interpretation:

The project team disclosed 85% of the project data for reactive disclosure.

The contractor for the NIC Abilonino project requested for extension of time 3 times during the project period and resulted in overall delay of the project.

3.2 Discussion on non-disclosed data

The data that was not disclosed is presented below. Project Implementation under proactive data scored highest level of non-disclosure.

Reactive Data points disclosed

Identification and Preparation

1. Multi-year programme & Budget
2. Project Brief or Feasibility Study
3. *Environmental and Social Impact Assessment*
4. Resettlement and compensation plan
5. Project Officials and roles
6. Financial agreement
7. Procurement plan
8. Project approval decision

Completion

1. Implementation progress report
2. Budget Amendment decision
3. Project completion report
4. Project Evaluation report
5. Technical audit reports
6. *Financial audit reports*

Procurement

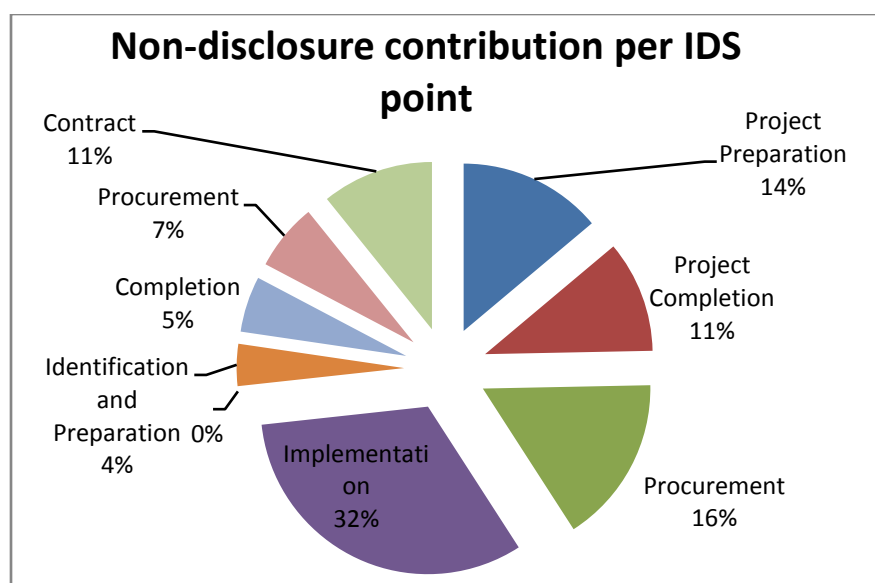
1. Contract officials and roles
2. Procurement method
3. *Tender documents*
4. Tender evaluation results
5. Project design report

Contract

1. Contract agreement and conditions
2. *Registration and Ownership of firms*
3. Specifications and Drawings

Implementation

1. List of Variations, changes, amendments
2. List of escalation approvals
3. Quality assurance reports
4. Disbursement records or payment certificates
5. Contract amendments



3.3 Time overruns

The analysis demonstrated that all the four project sites under the TTE-1 project experienced time overruns. The time overruns were as a result of additional works that were procured due to savings made from the exchange rate fluctuations of the Euro between budget approval date and project completion. Additionally, for the Abiloninio NIC project site, there were delays by the contractor which further caused extension of project time. The details of the time overrun per project site and analysis is provided in the table 3 and figure 5 below.

Table 3: Time overrun per project site

Project site	Expected duration (months)	Time overrun (months)	%time overrun
HTC Mulago	9	5	56%
NTC Kaliro	14	9	64%
NIC Abilonino	14	13	93%
NTC Muni	20	2	10%

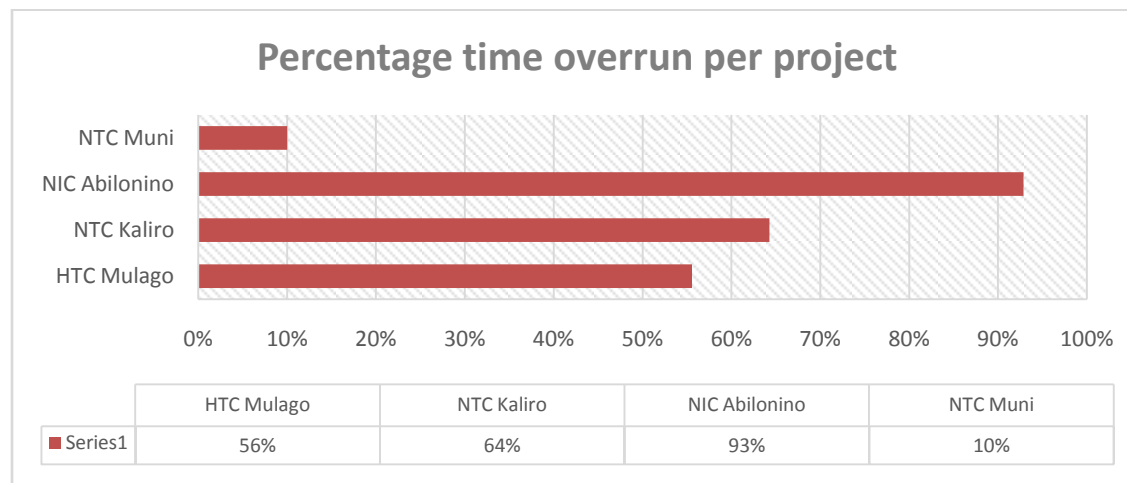


Figure 5: Analysis of time overrun per project site

CHAPTER FOUR: ANALYSIS AND VERIFICATION OF DISCLOSED DATA

4.1 Introduction

The data presented here was disclosed by the PE, Ministry of Education and Sports (MoES) and the funding agency, Kingdom of Belgium through Enabel formerly Belgian Technical Cooperation (BTC). Additional data was obtained from the administrative team at NTC Kaliro, NIC Abilonino, NTC Muni and the Enabel field officer for Kaliro. This data was obtained through five (05) separate collaborative meetings with the mentioned stakeholders and email correspondences with the Enabel head office team.

4.2 Analysis of the project; Construction of Pedagogic Block at Health tutors' College, Mulago

Health Tutors' College, Mulago (HTC Mulago) was set-up in Mulago Hospital in 1960 as a health tutor training Institution. It is currently under the Ministry of Education and Sports and affiliated to Makerere University through the College of Education and External Studies (CEES).

The college's main role is to train tutors in all health-related disciplines who upon completion of their training, teach in post basic health training Institutions. The college currently offers three programmes; namely, Bachelor in Medical Education (EDM), Post Graduate Diploma in Medical Education (PGDME) and Higher Diploma in Clinical Instruction and has an average student population of two hundred seventy-two (272).

A summary of the interviewees who provided the data presented is provided below.

Table 4: Attendance register for the respective meetings regarding HTC Mulago

Desk study meeting held at 9.00am on Monday April, 30 2018 at the Enabel Offices at Legacy Towers on the 5th floor (A building), Kampala			
NAME	ORGANISATION	DESIGNATION	CONTACT
ROBERT Kato	Ministry of Education and Sport	Engineer, Construction Management Unit	rkato2007@yahoo.co.uk 0772457985
JAN Vanlint	Enabel, Belgian Development Agency	Technical Adviser Infrastructure	jan.vanlint@enabel.be 0775232456
DENIS Galabuzi (Eng.)	Enabel, Belgian Development Agency	National Infrastructure Facilities Coordinator	denis.galabuzi@enabel.be 0783403380
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219

Field meeting held at 3.00pm on Friday October, 12 2018 at Mulago Health Tutors' College			
NAME	ORGANISATION	DESIGNATION	CONTACT
KEREN Carol DrateruAyikobua	Mulago HTC	Principal	keren.carol@yahoo.com 077515507/ 0702864461
JOHN Bosco Opio	Mulago HTC	Accountant	
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219
OLIVE Kabatwire	CoST	CoST	info@cost.or.ug

4.2.1 Analysis of Proactive Information

i. Project Identification

This analysis is based on the data disclosed during the project identification process and the data disclosed to the Assurance Professional about this project stage against the eight data points in the IDS.

The purpose of this project was to provide a learning facility for health tutors. The main objective was to provide an improved teaching and practice-oriented learning environment, sustained by a strengthened support supervision and inspection service.

The facility was designed to have an expected life of 70 years from the time of completion of construction. This was achieved through the following design and material selection considerations.

- Roof truss members for new buildings were fabricated from steel and not timber as steel is a more durable material.
- The finishing materials selected are durable and require minor maintenance
- There is less reliance on electrical energy for cooling by correctly orienting the buildings to enhance ventilation and natural shading
- Design for large windows to enhance ventilation.
- These interventions are intended to result in a reduced whole life cycle cost hence ensuring that the users are able to sustain the facility in good condition.
- During construction, several quality control and assurance procedures were adhered to so as to ensure compliance to specifications.

The project site is located at Mulago Hospital. HTC Mulago was selected because Mulago hospital is the main National Regional and Referral Hospital for the entire country and a teaching hospital for the Makerere College of Health Sciences.

The college boasts of being the only Health Tutor's College in the country and one of the only two Health Tutor's colleges in East Africa.

ii. Project preparation

The project scope covered civil works for the construction of a teaching facility, installation of equipment and furniture. The civil works included the construction of a four-level block with Class rooms on the ground and first floor, Laboratories and a 100 capacity user-friendly library.

The environmental issues handled included the diversion of a sewer line to provide the area for construction.

The project faced a challenge of adequate space. Mulago hospital is a densely developed site with several facilities constructed. The site available was in close proximity to the existing college building and was rather small with a sewer line passing through it. Furthermore, the college did not have additional land allocated to it. The construction team did not have adequate land for a safe construction zone.

The design standards used were from the Ministry of Works and Transport.

The total project cost covering civil works, consultancy services, purchase and installation of equipment and furniture was estimated at Euros 523,000.

The project was funded by Enabel, Belgian Development Agency and the Government of Uganda. The contribution from the Government of Uganda was an 18% allocation to cover project office accommodation and taxes.

iii. Project Completion

The project was completed on August 13, 2016 and commissioned on February 10, 2017 after a defects liability period of 12 months.

There were no changes to the scope of works or the construction costs.



Figure 6: Newly constructed Pedagogical block

iv. Implementation

The Contract supervision duration was varied due to the additional works agreed upon.

The project faced a challenge of a constrained site area. The college recently acquired 2 acres of land through Mulago referral hospital and has prioritized to put up a dining hall and accommodation facilities.



Figure 7: Green area provided for the facility

The design took into consideration Persons with disabilities. The building was designed to have ramps to ease access. The college administration offers fire safety training to the students routinely.



Figure 8: Ramps for access for Persons with disabilities



Figure 9: Fire safety equipment

Good waste management practices have been adopted by the college including waste segregation and provision of waste bins at several points in the facility.



Figure 10: Waste segregation to improve waste management

The design of the lecture rooms allows for expansion of the rooms to cater for larger number of students or the use of the lecture rooms for conferences.



Figure 11: Multi-purpose lecture room

The design provided for an energy efficient kitchen facility through the use of energy saving stoves and solar water heaters.



Figure 12: Energy saving stove and solar water heater for kitchen

Some defects were observed during the site visit including blockage of the plumbing facilities, leakage of the roof and decay of the wooden doors in the toilets.



Figure 13: Defects observed after handover



Figure 14: Leaking roof

The college has invested in the security of the equipment and facility.



CoST- the Infrastructure Initiative

Figure 15: Security locks and Security cameras to improve the security of the facility

The college benefited from a fully furnished library and installation of a Library Information System to ease logging and disbursement of books.



Figure 16: Well-furnished and equipped library



Figure 17: Computer laboratory for access of online material

The college recognized an improvement in enrolment of students since they now have the facilities to train more health tutors. The college is also now able to easily minister exams to all the three years.

4.2.2 Analysis of Reactive Information

The procurement method used was Open domestic bidding for both the civil works and Consultancy services.

Eighteen (18) firms submitted tender documents for the civil works while Nine (9) firms submitted for Consultancy services.

The best evaluated bidder for the civil works was Egy Trading and Engineering Projects Limited at a contract price of UGX 1,832,067,235 and a contract type - Fixed Price Admeasurement.

The construction supervision was awarded to Arch Design at a contract price of UGX 183,000,000.

CoST- the Infrastructure Initiative

The overall project budget was estimated at 523,000 Euros (an equivalent of 2,199,738,000 UGX). The contract for construction works and consultancy services were awarded to bidders whose bidding prices were within the overall project budget.

The contract scope of works included; 30 student's classrooms (4 rooms on ground), 20 user classrooms (4 rooms on level 1), Multi-purpose Laboratories (3), User friendly library (100 user) and External works (compound, drainage, parking and perimeter fence).

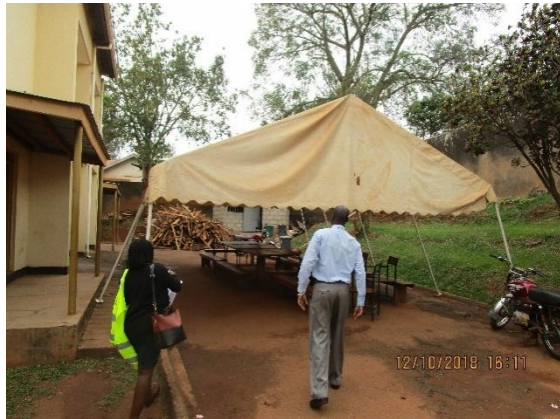


Figure 18: Makeshift dining room



Figure 19: Use of artificial lighting during the day



Figure 20: Fairly poor natural lighting

4.3 Analysis of the project; Rehabilitation and construction of new buildings at National Teachers' College, Kaliro

Located on an 80.2-hectare plot, Kaliro National Teachers College was set up in 1973 originally as a Grade 02 teachers college and later converted to a National Teachers college in 1985 to strengthen and train secondary school teachers.

The data presented here was obtained through separate collaborative meetings with the Enabel project team and a site visit with the Kaliro NTC administrative team. A list of the members present during the separate meetings is tabulated below.

Table 5: Attendance register for the respective meetings regarding NTC, Kaliro

Desk study meeting held at 9.00am on Monday April, 30 2018 at the Enabel Offices at Legacy Towers on the 5th floor (A building), Kampala			
NAME	ORGANISATION	DESIGNATION	CONTACT
ROBERT Kato	Ministry of Education and Sport	Engineer, Construction Management Unit	rkato2007@yahoo.co.uk 0772457985
JAN Vanlint	Enabel, Belgian Development Agency	Technical Adviser Infrastructure	jan.vanlint@enabel.be 0775232456
DENIS Galabuzi (Eng.)	Enabel, Belgian Development Agency	National Infrastructure Facilities Coordinator	denis.galabuzi@enabel.be 0783403380
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219

Field meeting held at 10.00am on Monday September, 24 2018 at Kaliro National Teachers College Boardroom, Kaliro			
NAME	ORGANISATION	DESIGNATION	CONTACT
DEOGRATIUS Ssabbaga	Kaliro NTC	Deputy Principal	0772867334
SIRAJ Mulawa	Kaliro NTC	Estates Officer	
ROBERT Kisalama	Enabel, Belgian Development Agency	Field Officer	robert.kisalama@enabel.be 0785696459
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219
ALEX Turihohabwe	CoST	MSG member	aturihohabwe@gmail.com 0772098472



Figure 21: Field meeting held at the Kaliro NTC Boardroom

4.3.1 Analysis of Proactive Information

i. Project Identification

The purpose of this project was to provide a learning facility to train secondary school teachers.

The facility was designed to have an expected life of 70 years from the time of completion of construction.

The project included the rehabilitation and extension of pedagogic facilities at the National teachers' college in Kaliro.



Figure 22: Newly constructed library



Figure 23: Rehabilitated administration block

ii. Project preparation

The general scope of works for the project involved; civil works for pedagogic facilities, purchase and installation of equipment and furniture.

The following activities were implemented in order to handle environmental issues; replacement of asbestos sheets, improvement of sanitary facilities, improvement of aesthetics and the external drainage, construction of facilities that enhance thermal comfort of the user, installation of renewable energy facilities for cooking and heating to reduce the dependence on firewood.



Figure 24: Solar water heaters at kitchen



Figure 25: Bio-gas plant to supplement cooking fuel sources

The funding Source was Kingdom of Belgium and the Government of Uganda with a project budget estimated at Euros 1,900,000.

The design of the college ensured sustainable infrastructure through the use of rain water harvesting, natural ventilation and the use of renewable energy.

The design of the kitchen was to ensure that it was energy efficient. The kitchen is an open plan design to ensure sufficient ventilation and uses biogas as a supplementary source of fuel.

The design of the roof of the new facilities takes advantage of natural lighting so as to minimize the dependence on artificial lighting.



Figure 26: Roof design to allow for natural lighting



Figure 27: Efficient natural lighting in the library

The site meetings during the planning and construction phases had fair-to-good representation from the college and the political arm.

iii. Project Completion

The project was completed on November 24, 2016 and the facility is currently in use.

The final project cost at completion was found to be Ugx 8,470,754,743 including additional works that cost Ugx 1,083,146,016.

There was a variation to the project scope due to savings made on the project. Additional works were considered upon approval from the funding sources and project team.



Figure 28a&b: Student accommodation to be rehabilitated in Phase 02

4.3.2 Analysis of Contract Information

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

iv. Procurement

The procuring Entity- Ministry of Education and Sports applied the Open Domestic procurement process to source the Contractor for Civil works and the Consultant for Supervision services.

Twelve (12) firms submitted tender documents for civil works and Thirteen (13) firms for Consultancy services.

The civil works contract was awarded to Complant Engineering and Trade Limited under a Fixed Ad-measurement contract at a contract price of Uganda Shillings Seven Billion Three Hundred Eighty-Seven Million Six Hundred Eight Thousand Seven Hundred and Twenty-Seven (7,387,608,727 UGX). However, additional works attracted a contract price variation of 1,083,146,016 UGX.

FBW Architects Limited was awarded the tender for Consultancy services at a contract price of Nine Hundred Fifty-Seven Million Three Hundred Twelve Thousand and Five Hundred Uganda Shillings (957,312,500 UGX) under a Lump sum contract.

The contract scope of works involved; Rehabilitation of 14 no lecture room block, Rehabilitation of laboratory block and conversion for administrative facilities, Construction of new classroom blocks (20-30 user for active teaching and learning), Three (03) Multi-purpose Laboratories, a user friendly library (100 user), Services (100 Cubic meter underground water tank, 90 Cubic meter overhead tank, 100Cubic meter biogas plant), Solar PV for all new and rehabilitated pedagogic blocks, Energy saving kitchen, External works (compound, drainage, parking and perimeter fence), Furniture, ICT, Kitchen Music and laboratory equipment.



Figure 29a,b&c: Newly constructed infrastructure

Additional works were considered as a result of cost savings made on the exchange rate. The additional works included; Dedicated ICT room and extension of the Library.



Figure 30: Additional works from cost savings

v. Implementation

The Contract supervision duration was varied due to the additional works agreed upon.

The project covered cross cutting issues including; gender concerns where a good number of female workers were employed, facilities were designed with persons with disabilities in mind and HIV/AIDS issues were considered during the construction phase.

The contractor used timber from the area hence benefiting the community as well as reducing the transportation costs on the timber material. The contractor also used unskilled labour from the community.

The solar lamps provided along the walkways do not provide sufficient lighting during the night as they are quite dim and do not last throughout the duration of the night.



Figure 31: Solar lamps for the walkways



Figure 32: Solar lamp shaded by a tree

The college administration observed that it is important that the 3-D plans and drawings are availed to the college team to ensure that they have a good understanding of the design.

The toilets constructed are short and the drop hole is too close to the wall making use difficult.

Some of the materials including the lake sand was sourced from as far as Entebbe road as there weren't any appropriately available sites near the project site.

The nearby technical school was not involved in the construction of the facility.

The architectural design took into consideration concepts of the district including the use of bamboo as cladding around the rain water tanks.



Figure 33a&b: Use of bamboo as cladding around the rain water tank

The college administration recommended the inclusion of a maintenance department in the college's staffing structure so as to efficiently manage the maintenance of the biogas plant and solar units.



Figure 34: Broken sink pan at the new Male toilets

The project was commissioned and officially handed over to the college administration on April 24, 2017 following completion of the 12-month defects liability period and correction of defects indicated in the snag list.

It was noted that the college did not fully understand some of the design concepts incorporated in the project. It is advised that the design considerations are clearly explained to the end user so as to ensure proper maintenance of facilities.



4.4 Analysis of the project; Construction of new buildings at National Instructors' College, Abilonino



Abilonino National Instructors College, commonly known as Abilonino Polytechnic is a technical instructor's college located in Abilonino 31km's from Lira town. It started as a Teachers Trainers College in 1982 and in 2002 became one of the eleven polytechnic's in the country. However, in 2004; 10 of the Polytechnic's were closed due to difficulties in running them. Abilonino NIC sits on 16.7 hectares of land and offers pre-service training for technical teachers and instructors for the BTVET system.

The data presented here was obtained through separate collaborative meetings with the Enabel project team and site visit with the Abilonino NIC administrative team. A list of the members present during the separate meetings is tabulated below.

Table 6: Attendance register for the respective meetings regarding NIC, Abilonino

Desk study meeting held at 9.00am on Monday April, 30 2018 at the Enabel Offices at Legacy Towers on the 5th floor (A building), Kampala			
NAME	ORGANISATION	DESIGNATION	CONTACT
ROBERT Kato	Ministry of Education and Sport	Engineer, Construction Management Unit	rkato2007@yahoo.co.uk 0772457985
JAN Vanlint	Enabel, Belgian Development Agency	Technical Adviser Infrastructure	jan.vanlint@enabel.be 0775232456
DENIS Galabuzi (Eng.)	Enabel, Belgian Development Agency	National Infrastructure Facilities Coordinator	denis.galabuzi@enabel.be 0783403380
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219

Field meeting held at 9.00am on Tuesday September, 25 2018 at Abilonino National Instructors College Boardroom, Lira			
NAME	ORGANISATION	DESIGNATION	CONTACT
JUSTINE Mwaka	Abilonino NIC	Accountant	0782332230
RICHARD Mwanamoiza	Abilonino NIC	Asset Manager	0784812928
CHARLES OkirorAkol	Abilonino NIC	Dean of students	0772960276
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219
ALEX Turihohabwe	CoST	MSG member	aturihohabwe@gmail.com 0772098472



Figure 35: Old administration and accommodation blocks



Figure 36: Newly constructed accommodation block

4.4.1 Analysis of Proactive Information

i. Project Identification

The purpose of this project was to provide a learning facility to train secondary school teachers.

The facility was designed to have an expected life of 70 years from the time of completion of construction.

The project included the construction of pedagogic facilities at the National instructors' college in Abilonino.

The college administration was involved in the feasibility, planning and design of the facility. However, the college administration indicated that their input was limited in the planning stage and a number of design standards were dictated by the funding agency. It was however noted that the PE ought to sensitize the College administration regarding project ownership so as to encourage proactive usage of the facility.



Figure 37: Solar powered water pump

ii. Project preparation

The general scope of works for the project involved; civil works for pedagogic facilities, purchase and installation of equipment and furniture.

The following activities were implemented in order to handle environmental issues; replacement of asbestos sheets, improvement of sanitary facilities, improvement of aesthetics and the external drainage, construction of facilities that enhance thermal comfort of the user, installation of renewable energy facilities for cooking and heating to reduce the dependence on firewood.



Figure 38: Roof design to allow for effective ventilation and lighting

The project budget estimated at Euros 2,600,000 was funded by Kingdom of Belgium and the Government of Uganda.

iii. Project Completion

The project was completed on February 28, 2017 and the facility is currently in use.

The final project cost at completion was found to be Ugx 10,183,968,035.

There was a variation to the project scope due to savings made on the project. Additional works were considered upon approval from the funding sources and project team.



Figure 39: Fully furnished workshops



It was observed that the college was not using the facility in the way it was designed for. The lecture rooms were designed to accommodate 20 students, however some lecture rooms had more than 40 students.



Figure 40: Congested lecture rooms not being used according to the design standards



Figure 41: Failure on the roof of the pergola

4.4.2 Analysis of Contract Information

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

i. Procurement

The procuring Entity- Ministry of Education and Sports applied the Open Domestic procurement process to source the Contractor for Civil works and the Consultant for Supervision services.

Twelve (12) firms submitted tender documents for civil works and Thirteen (13) firms for Consultancy services.

The civil works contract was awarded to Tirupati Development Limited under a Fixed Ad-measurement contract at a contract price of 10,183,968,035 UGX.

FBW Architects Limited was awarded the tender for Consultancy services at a contract price of 1,299,666,000 UGX under a Lump sum contract.

The contract scope of works involved; Construction of Pedagogic and Workshop blocks, Resource center, Administration Block, Multi-purpose hall and kitchen, 2 student dormitories, Dispensary, Students' guild block, Selected External works; Incinerator, electro mechanical services (motorized borehole, water supply tank, generator, access roads, drainage perimeter fence), Renewable energy facilities (biogas digester, solar photo voltaic and solar water heaters) and the purchase and installation of Furniture, ICT Equipment, Kitchen equipment, Workshop equipment (Motor vehicle, agriculture, Sewing and garment cutting, building carpentry and joinery and painting and decoration equipment).

Additional works were considered as a result of cost savings made on external works. The additional works included; Construction of 6No. staff houses and partial fencing of the college.

ii. Implementation

The Contract supervision duration was varied due to the additional works agreed upon. This also had an impact on the contract price for Consultancy supervision.

The site meetings had a poor-to-fair representation from the college administration. There was no representation from the teaching and non-teaching staff. The college administration was advised to ensure that they involve all stakeholders in the implementation of the infrastructure projects so as to capture the needs of all the users.

The contractor did not access an appropriate borrow pit from the community and hence most materials were not sourced from the community. The sand was sourced from Pakwach.

The project faced a challenge of delays by the contractor.

The assurance team observed leaking from the roof as a result of the roof construction.



Figure 42: Signs of leakage on the roof

The site meetings had a poor-to-fair representation from the college administration. There was no representation from the teaching and non-teaching staff. The college administration was advised to ensure that they involve all stakeholders in the implementation of the infrastructure projects so as to capture the needs of all the users.

The college administration mentioned that unskilled labour was sourced from Kampala and the payment terms varied between labourers from the community and those from Kampala. This disparity resulted in strikes on site.

The animals on the college farm are not sufficient enough to feed the biogas plant. The college administration has to purchase cow dung in order to keep the plant running.



Figure 43: Few animals that feed the biogas plant



Figure 44: Markings for the biogas line



Figure 45: Biogas plant



Figure 46: Nearby pit latrine that could be connected to biogas plant

The college rehabilitated some of the old buildings so as to increase its available infrastructure. The rehabilitation and renovation works were implemented by the college students.



Figure 47: Student hall renovated by the college



Figure 48: Canteen renovated by the college guild



Figure 49: Old kitchen to be converted to female bathrooms



There is still a need for additional accommodation facilities for the students and more lecture rooms as the student population keeps rising. The college intends to renovate and/or rehabilitate some of its accommodation facilities so as to provide additional accommodation.



Figure 50: Female accommodation due for renovation/ rehabilitation

The infrastructure works at the college has attracted constructions around the facility. It has been envisaged that the new constructions will bring further development to the community.



Figure 51: New constructions near the college



Figure 52: Chicken house run by the college

4.5 Analysis of the project; Rehabilitation and construction of new buildings at National Teachers' College, Muni

Located on a 170-acre plot, Muni National Teachers College, located in Arua, Uganda is one of five NTCs in Uganda offering diplomas awarded by Kyambogo University for both initial and in-service teacher trainees. Muni NTC offers Diploma in Education Secondary and Diploma in Education Primary programs and has a student population of 830.

The land allocated to Muni NTC originally covered an area of 300 acres, however the college offered approximately 130 acres to Muni University to set up infrastructure.

The data presented here was obtained through separate collaborative meetings with the Enabel project team, KCCA Infrastructure Department team and a site visit with the Muni NTC administrative team. A list of the members present during the separate meetings is tabulated below.

Table 7: Attendance register for the respective meetings regarding NTC, Muni

Desk study meeting held at 9.00am on Monday April, 30 2018 at the Enabel Offices at Legacy Towers on the 5th floor (A building), Kampala			
NAME	ORGANISATION	DESIGNATION	CONTACT
ROBERT Kato	Ministry of Education and Sport	Engineer, Construction Management Unit	rkato2007@yahoo.co.uk 0772457985
JAN Vanlint	Enabel, Belgian Development Agency	Technical Adviser Infrastructure	jan.vanlint@enabel.be 0775232456
DENIS Galabuzi (Eng.)	Enabel, Belgian Development Agency	National Infrastructure Facilities Coordinator	denis.galabuzi@enabel.be 0783403380
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219

Field meeting held at 10.00am on Wednesday September, 26 2018 at Muni National Teachers College Boardroom, Kaliro			
NAME	ORGANISATION	DESIGNATION	CONTACT
KARMELLA Okelo	Muni NTC	Deputy Principal	0782820673
LOT Pariyo	Muni NTC	Lecturer (Member of Construction committee)	0774496070
CHRISTOPHER Yikii	Enabel, Belgian Development Agency	Field Coordinator	christopher.yikii@btcctb.org 0772515694
PAMELA AchengOpio	CoST	Assurance Professional	pamelaopio@gmail.com 0782519219
ALEX Turihohabwe	CoST	MSG member	aturihohabwe@gmail.com 0772098472



Figure 53: Collaborative field meeting at the Muni NTC library

4.5.1 Analysis of Proactive Information

i. Project Identification

The purpose of this project was to provide a learning facility to train secondary school teachers.

The facility was designed to have an expected life of 70 years from the time of completion of construction.

The project included the rehabilitation of existing structures and construction of new facilities.



Figure 54: Renovated and new structures under TTE 1 project at Muni NTC

ii. Project preparation

The general scope of works for the project involved; civil works for pedagogic facilities, purchase and installation of equipment and furniture.

In order to ensure that the environmental concerns of the project were considered and that the project did not have a detrimental impact on the environment, the following was executed; replacement of asbestos sheets, improvement of sanitary facilities, improvement of aesthetics and the external drainage, construction of facilities that enhance thermal comfort of the user, installation of renewable energy facilities for cooking and heating to reduce the dependence on firewood.



Figure 55: Waste segregation



Figure 56: Biogas plant as a supplementary energy source



Figure 57: Solar water heater on dining hall roof



Figure 58: Energy saving stove in Kitchen



Figure 59: Biogas fueled stoves



Figure 60: Dining hall with good ventilation and lighting

The project budget was estimated at Euros 1,900,000 (an equivalent of 7,991,400,000 UGX) and funded by Kingdom of Belgium and the Government of Uganda.

iii. Project Completion

The project was completed on October 31, 2016 and the facility is currently under use.

The final construction works cost at completion was found to be Ugx 9,210,592,199 which is 15.3% above the project budget of Ugx 7,991,400,000.

There was a variation to the project scope due to savings made on external works. Additional works were considered upon approval from the funding sources and project team.

The side walk near the kitchen experienced failure as a result of heavy trucks used to deliver the kitchen supplies. The College administration intends to improve the side walk during the phase 2 of the project.



Figure 61: Failure along the side walk to kitchen

The roof of the rehabilitated blocks still leaks despite several interventions to correct it. The college administration is in the process of making arrangements to correct the defects during Phase-02 of the project. The leakage may be due to a small exit point for the collected water.



Figure 62: Rehabilitated roof still experiencing leakages

Figure 63: Signs of roof leakage on rehabilitated block



Figure 64: Blockage of kitchen waste water drain

4.5.2 Analysis of Contract Information

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

i. Procurement

The procuring Entity- Ministry of Education and Sports applied the Open Domestic procurement process to source the Contractor for Civil works and the Consultant for Supervision services.

Twelve (12) firms submitted tender documents for civil works and Thirteen (13) firms for Consultancy services.

The civil works contract was awarded to Ambitious Construction Company Limited under a Fixed Ad-measurement contract at a contract price of Uganda Shillings Nine Billion Two Hundred and Ten Million Five Hundred Ninety-Two Thousand One Hundred and Ninety-Nine Shillings (UGX 9,210,592,199).

Design forum limited was awarded the tender for Consultancy services at a contract price of Eight Hundred Fifty-Seven Million and Forty-Six Thousand Uganda Shillings (Ugx 857,046,000) under a Lump sum contract. However, this is 23.2% higher than the cost estimate budgeted at US \$ 280,000 (an equivalent of Ugx 695,800,000)

The contract scope of works involved; Rehabilitation of 14No. lecture room block, Rehabilitation of laboratory block, Rehabilitation of multi-purpose hall and kitchen facilities, Construction of new lecture and laboratory block, Construction of User friendly library (100 user), Services (100Cu water tank, underground water pump, bio gas unit 100Cu), Solar PV for all new and rehabilitated pedagogic blocks, Energy saving kitchen, External works (compound, drainage, parking and perimeter fence), Sports field (football field), Furniture (classroom and administration), ICT, Kitchen Music and laboratory equipment.

Additional works were considered as a result of cost savings made on external works. The additional works included; Extension to the library, Basketball, volley ball, Lawn tennis and netball fields, Gate house, Pit latrine at sports field, Connection of college generator to the completed works.

ii. Implementation

The Contract supervision duration was varied due to the additional works agreed upon. This also had an impact on the contract price for Consultancy supervision. (new supervision duration)

The project faced a challenge of a constrained site area.



Figure 65: Girl's Dormitory to be rehabilitated in Phase-02 of the TTE project



Figure 66: Incinerator constructed under additional works to the project

4.6 AREAS OF CONVERGENCE AND POINTS OF DIFFERENCE

- The PE was receptive to the implementation of the CoST initiative and ably provided necessary data on the four (04) project sites.

- The PE worked alongside the project donor to identify issues in Phase- 01 of the project to ensure that those issues are dealt with in Phase-02.
- The procurement process experienced delays as a result of the requirements of PPDA, hence the PE and project donor agreed to use the Belgium procurement process for Phase-02.
- There were delays by the Government of Uganda in fulfilling her financial obligation to the project. This resulted in delays in project implementation in some cases.
- The project team carefully considered the issues of sustainability. These were incorporated in the design and construction of the facility. The use of design to enhance ventilation in all facilities hence eliminating the need for energy intensive methods.
- Selection of construction materials ensured that the maintenance of the facility would be kept to a minimum. The use of steel roof truss members for new buildings instead of timber ensured durability of the facilities as well as finishing materials that require minor maintenance.
- A whole life cycle cost analysis was conducted which advised the team on design considerations, material selection, construction methods, repair and maintenance strategies and ultimately ensuring a sustainable facility.
- The supervision team ensured that several quality control and assurance procedures were adhered to. This ensured that the facility was constructed according to specifications to meet the best-suited quality standards.
- The Abilonino NIC administration met with demonstrated a fairly poor attitude towards the project and in part did not appreciate the benefits that could arise from the project. It is imperative the the users are sensitised on the project aims, implementation and implementation gaps so as to appreciate the project even though it were not to cover all their needs.
- The PE was receptive to the implementation of the CoST initiative and ably provided necessary information.
- The PE worked alongside the project donor to identify issues in Phase (01) of the project to ensure that those issues are dealt with in Phase (02)
- The procurement process experienced delays as a result of the requirements of PPDA, hence the PE and project donor agreed to use the Belgium procurement process for Phase (02)
- There were delays by the Government of Uganda in fulfilling her financial obligation to the project. This resulted in delays in project implementation in some cases.
- The project team carefully considered the issues of sustainability. These were incorporated in the design and construction of the facility. The use of design to enhance ventilation in all facilities hence eliminating the need for energy intensive methods.
- Selection of construction materials ensured that the maintenance of the facility would be kept to a minimum. The use of steel roof truss members for new buildings instead of timber ensured durability of the facilities as well as finishing materials that require minor maintenance.
- A whole life cycle cost analysis was conducted which advised the team on design considerations, material selection, construction methods, repair and maintenance strategies and ultimately ensuring a sustainable facility.

- The supervision team ensured that several quality control and assurance procedures were adhered to. This ensured that the facility was constructed according to specifications to meet the best-suited quality standards.

CHAPTER FIVE: CHALLENGES AND RECOMMENDATIONS

5.1 CHALLENGES FACED

- There were difficulties in retrieving some data from the PE and donor since this project data was archived and in some cases the project staff who handled elements of the project had since left the respective institutions.
- It was difficult to conduct an assessment on the methods of work and quality management in place owing to the fact that the assurance process was conducted on a complete project after the defects liability period.

5.2 RECOMMENDATIONS

- The Ministry of Education and Sports should adopt the CoST Infrastructure Data Standard as a standard for disclosure on projects.
- A Project Disclosure platform should be created to improve proactive disclosure levels. The MoES did not have sufficient information disclosed on the TTE project on their website, yet the website provides a good opportunity for proactive disclosure on projects handled by the Ministry.
- Technical Audits should be carried out on all completed projects to have reassurance that the construction works meet the standards and specifications.
- It is recommended that a position for an engineering assistant is included in the college staff structure so as to ensure efficient and effective maintenance of the facilities.
- It is recommended that HTC Mulago is considered for the construction of additional infrastructure. The college doesn't have a dining hall for the students and as such uses a temporary plastic sheeted shelter.
- The PE should adopt a standard reporting format with preset contents for Consultants as this will go a long way in improving the project monitoring and reporting standard and ensuring that reports have relevant content. Contents may include commentary on progress, project cost, quality control and assurance, variations, instructions to the contractor, alterations to designs with reasons among others.

ANNEX 1: Disclosed Information on HTC Mulago**Project Data for Proactive Disclosure:**

PROJECT DATA		
Project Phase	Project data to be disclosed	Disclosed Data
Project Identification	Project Reference number	MPS/WORKS/2012/2013/00083/01 MOES/SRVE/2012-2013/00061/00704
	Project owner	Ministry of Education and Sports
	Sector	Education
	Subsector	Teacher Instructor Education and Training
	Project name	1. Construction of Pedagogic Block at Health Tutors' College Mulago 2. Rehabilitation and construction of new buildings at National Teachers' College Kaliro 3.
	Project Location	Mulago Hospital
	Purpose	<i>Learning facility for health tutors</i>
	*Expected life of asset	70 years
	Project description	4 level block with Class rooms on ground and G+1 floors, Laboratories and a 100 capacity user-friendly library
Project Preparation	Project Scope (main output)	Civil works equipment and furniture
	Environmental impact	<i>Former location of sewer line that was diverted to provide area for construction</i>
	Land and settlement impact	<i>The construction space was constrained and several correspondences were held to acquire land for the college.</i>
	Contact details	256 (0)200 90 58 60 - Hannah.nayoga@btcctb.or , BTC Uganda: Lower Kololo Terrace 1B and Ministry of Education and Sports - 1st floor Legacy Towers, Kyandondo Road.
	Funding sources	Kingdom of Belgium, Government of Uganda
	Project Budget	523,000 Euros
	Project budget Period & date of approval	<i>NA-As per Project approval at start of the project 2011</i>
Project Completion	Project status (current)	<i>Completed and operational</i>
	Completion cost (projected)	<i>1,700,000,000 UGX</i>
	Start date (projected)	June 2014
	Completion date (projected/ actual)	March 2015. August 31, 2015
	Scope at completion (projected)	<i>Same as foreseen</i>
	Reasons for project changes	NA
	Reference to audit and evaluation reports	<i>NA</i>

Contract Data for Proactive Disclosure:

Contract Phase	Contract data to be disclosed	Contractor	Consultant
Procurement	Procuring entity	Ministry of Education and Sports	Ministry of Education and Sports
	Procuring entity contact details	<i>Ministry of Education and Sports</i>	<i>Ministry of Education and Sports</i>
	Procurement process	<i>Open Domestic</i>	<i>Open Domestic</i>
	Contract type	<i>Fixed Price Admeasurement</i>	<i>Lump sum</i>
	Contract status	<i>Closed</i>	<i>Closed</i>
	Number of firms tendering	<i>18</i>	<i>9</i>
	Cost estimate	<i>523,000 euros</i>	
	Contract administrative entity	<i>BTC, Uganda and Construction Management Unit, MoES</i>	<i>BTC, Uganda and Construction Management Unit, MoES</i>
	Contract title	<i>Construction of Pedagogic block at Health tutors' college Mulago</i>	<i>Design and supervision of pedagogic block at Health tutors' college Mulago</i>
	Contract firm(s)	<i>Egy Trading and Engineering Projects Limited</i>	<i>Arch Design Limited</i>
	Contract price	<i>1,832,067,235 UGX</i>	<i>183,000,000 UGX</i>
	Contract scope of work	<i>30 student's classrooms (4 rooms on ground) • 20 user classrooms (4 rooms level 1) • Multi-purpose Laboratories (3) • User friendly library (100 user) • External works (compound, drainage, parking and perimeter fence)</i>	<i>Design and supervision</i>
	Contract start date	<i>June 2014</i>	<i>June 2014</i>
	Contract duration	<i>14 months</i>	<i>14 months</i>
Implementation	Variation to contract price	<i>No</i>	<i>Yes</i>
	Escalation of contract price	<i>No</i>	<i>Yes</i>
	Variation to contract duration	<i>Yes. Increased from 9 to 14 months.</i>	<i>Yes. Increased from 9 to 14 months.</i>
	Variation to contract scope	<i>Yes.</i>	<i>No</i>
	Reasons for price changes	<i>NA</i>	<i>Extended supervision during contract extension</i>
	Reasons for duration and scope changes	<i>Client requests to implement additional works</i>	<i>Contractor delay</i>
	*Contract status	<i>Closed</i>	<i>Closed</i>
	*Challenges	<i>Contractor delay, space constrained site area</i>	<i>No major challenges</i>

Project Data for Reactive Disclosure:

Project Phase	Project data to be disclosed	Disclosed data
Identification and Preparation	Multi-year programme& Budget	TTE1 2011-2016(€ 19,254,636) TTE2 2017-2020 (€ 23,000,000)
	Project brief or Feasibility study	The Teacher Training Education Project seeks to strengthen professional competencies of teacher trainers and future teachers graduating from the National Teachers', Instructors' and Health Tutors' Colleges.
	Environmental and social impact assessment	Not Disclosed
	Resettlement and compensation plan	NA. The land belongs to the college.
	Project officials and roles	Disclosed
	Financial agreement	Disclosed
	Procurement plan	Disclosed
Completion	Project approval decision	Disclosed
	Implementation progress reports	Disclosed
	Budget amendment decision	No budget amendments made as the Consultant's additional contract price was catered for within the budget.
	Project completion report	Disclosed
	Project evaluation report	Disclosed
	Technical audit reports	Disclosed
Procurement	Financial audit reports	Not Disclosed
	Contract Officials and Roles	Disclosed
	Procurement Method	Open Domestic
	Tender Documents	Not Disclosed
	Tender Evaluation reports	Disclosed
Contract	Project Design reports	Disclosed
	Contract agreement and conditions	Disclosed
	Registration and ownership of firms	Not Disclosed
Implementation	Specifications and Drawings	The Drawings and Specifications were prepared by Arch Design.
	List of Variations, changes, amendments	The contract duration was extended from March 2015 to August 2015.
	List of escalation approvals	Disclosed
	Quality Assurance reports	Disclosed
	Disbursement records or payment certificates	Disclosed
	Contract Amendments	No contract amendments

ANNEX 2: Disclosed Information on NTC Kaliro

Project Data for Proactive Disclosure:

Project Phase	Project data	Disclosed Data
Project Identification	Project reference number	MOES/WRKS/13-14/00350/00838 MOES/SRVS/12-13/00144/00717
	Project owner	Ministry of Education and Sports
	Sector	Education
	Subsector	Teacher Instructor Education and Training
	Project name	Rehabilitation and construction of new buildings at National Teachers' College Kaliro
	Project Location	Kaliro district
	Purpose	<i>Learning facility for Secondary Teachers training</i>
	*Expected life of asset	70 years
	Project description	Rehabilitation and extension of pedagogic facilities at National teachers' college Kaliro
Project Preparation	Project Scope (main output)	Civil works for pedagogic facilities, equipment and furniture
	Environmental impact	<i>Replacement of asbestos sheets, improvement of sanitary facilities, improved aesthetics and external drainage. Additionally, the construction of facilities that enhance thermal comfort of the user without necessitating energy demanding cooling systems. Installation of renewable energy facilities for cooking and heating to reduce the dependence on firewood.</i>
	Land and settlement impact	<i>Safe learning spaces with well-defined pathways and student routes and pleasant external learning environment</i>
	*Design standards	<i>Ministry of works and transport</i>
	Contact details	256 (0)200 90 58 60 - Hannah.nayoga@btcctb.or, BTC Uganda: Lower Kololo Terrace 1B and Ministry of Education and Sports - 1st floor Legacy Towers, Kyandondo Road.
	Funding sources	Kingdom of Belgium, Government of Uganda
	Project Budget	1,900,000 Euros
	Project budget Period & date of approval	<i>NA-As per Project approval at start of the project 2011</i>
Project Completion	Project status (current)	<i>Completed and operational</i>
	Completion cost (projected)	7,387,608,727 UGX Additional works-1,083,146,016 UGX
	Completion date (projected/ actual)	13/2/2016 24/11/2016
	Scope at completion (projected)	<i>Same as foreseen at design</i>
	Reasons for project changes	<i>Project level savings</i>
	Reference to audit and evaluation reports	NA

Contract Data for Proactive Disclosure

Contracts	Data to be disclosed	Contractor	Consultant
Procurement	Procuring entity	Ministry of Education and Sports	Ministry of Education and Sports
	Procuring entity contact details	<i>Ministry of Education and Sports</i>	<i>Ministry of Education and Sports</i>
	Procurement process	<i>Open Domestic</i>	<i>Open domestic</i>
	Contract type	<i>Fixed Price Admeasurement</i>	<i>Lumpsum</i>
	Contract status	<i>Closed</i>	<i>Closed</i>
	Number of firms tendering	12	13
	Cost estimate	1,900,000 euros	280,000USD
	Contract administrative entity	<i>BTC Uganda/Construction Management Unit</i>	<i>BTC Uganda/Construction Management Unit</i>
	Contract title	<i>Rehabilitation and construction of new buildings at National Teachers College Muni</i>	<i>Consultancy Services for Master Plan, Design and supervision of works at NTC Muni</i>
	Contract firm(s)	Complant Engineering and Trade Limited	FBW Architects Limited
	Contract price	7,387,608,727 UGX Additional works-1,083,146,016 UGX	957,312,500
	Contract scope of work	New Construction of (Scope 1): <ul style="list-style-type: none"> • Rehabilitation of 14No. lecture room block • Rehabilitation of laboratory block and conversion for administrative facilities • Construction of new classroom blocks (20-30 user for active teaching and learning) • Multi-purpose Laboratories (3) • User friendly library (100 user) • Services (100 Cubic meter underground water tank, 90 Cubic meter overhead tank, 100Cubic meter biogas plant) • Solar PV for all new and rehabilitated pedagogic blocks • Energy saving kitchen • External works (compound, drainage, parking and perimeter fence) • Furniture • ICT, Kitchen Music and laboratory equipment Additional works <ul style="list-style-type: none"> • Dedicated ICT room • Library extension 	<i>Design and supervision</i>
	Contract start date	13/12/2014	13/12/2014
	Contract duration	14 Months	14 Months

Implementation	Variation to contract price	No	Yes
	Escalation of contract price	No	Yes
	Variation to contract duration	Yes. Duration extended by 9 months	Yes. <i>Duration extended by 9 months</i>
	Variation to contract scope	Yes	Yes
	Reasons for price changes	NA	<i>Extended supervision during contractor extension</i>
	Reasons for scope and duration changes	<i>Additional works</i>	<i>Additional scope due to savings on the project. These additional facilities had to be supervised.</i>
	*Contract status	<i>Closed</i>	<i>Closed</i>
	*Challenges	Contractor delay, space constrained site area	<i>No major challenges</i>

Project Data for Reactive Disclosure:

Project Phase	Project data to be disclosed	Disclosed data
Identification and Preparation	Multi-year programme& Budget	TTE1 2014-2017 TTE2 2017-2020 (€ 23 million)
	Project brief or Feasibility study	The Teacher Training Education Project seeks to strengthen professional competencies of teacher trainers and future teachers graduating from the National Teachers', Instructors' and Health Tutors' Colleges.
	Environmental and social impact assessment	Not Disclosed
	Resettlement and compensation plan	NA. The land belongs to the college
	Project officials and roles	Disclosed
	Financial agreement	Disclosed
	Procurement plan	Disclosed
	Project approval decision	Disclosed
Completion	Implementation progress reports	Disclosed
	Budget amendment decision	No budget amendments made as the additional works were catered for within the budget as they arose from savings made.
	Project completion report	Disclosed
	Project evaluation report	Disclosed
	Technical audit reports	Disclosed
	Financial audit reports	Not Disclosed
Procurement	Contract Officials and Roles	Disclosed
	Procurement Method	Open Domestic
	Tender Documents	Not Disclosed
	Tender Evaluation reports	Disclosed
	Project Design reports	Disclosed

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Contract	Contract agreement and conditions	Disclosed
	Registration and ownership of firms	Not disclosed
	Specifications and Drawings	The Drawings and Specifications were prepared by FBW Architects.
Implementation	List of Variations, changes, amendments	The project scope was adjusted to also include a Dedicated ICT room and Library extension and the contract duration extended by 9 months
	List of escalation approvals	Disclosed
	Quality Assurance reports	Disclosed
	Disbursement records or payment certificates	Disclosed
	Contract Amendments	No contract amendments

ANNEX 3: Disclosed Information on NTC Abilonino

Project Data for Proactive Disclosure:

Project Phase	Project data	Disclosed Data
Project Identification	Project owner	Ministry of Education and Sports
	Sector	Education
	Subsector	Teacher Instructor Education and Training
	Project name	Construction of new buildings at National Instructors' College Abilonino
	Project Location	Kole district
	Purpose	<i>Learning facility for Vocational instructors</i>
	*Expected life of asset	70 years
	Project description	Construction of new educational facilities at National Instructors' college Abilonino
Project Preparation	Project Scope (main output)	Civil works for pedagogic facilities, equipment and furniture
	Environmental impact	<i>Improvement of sanitary facilities, improved aesthetics and external drainage. Additionally, the construction of facilities that enhance thermal comfort of the user without necessitating energy demanding cooling systems. Installation of renewable energy facilities for cooking and heating to reduce the dependence on firewood.</i>
	Land and settlement impact	<i>Safe learning spaces with well-defined pathways and student routes and pleasant external learning environment</i>
	*Design standards	<i>Ministry of works and transport</i>
	Contact details	256 (0)200 90 58 60 - Hannah.nayoga@btcctb.or, BTC Uganda: Lower Kololo Terrace 1B and Ministry of Education and Sports - 1st floor Legacy Towers, Kyadondo Road.
	Funding sources	Kingdom of Belgium, Government of Uganda
	Project Budget	2,600,000 Euros
	Project budget Period & date of approval	NA-As per Project approval at start of the project 2011
Project Completion	Project status (current)	<i>Completed and operational</i>
	Completion cost (projected)	10,183,968,035 UGX
	Completion date (projected/ actual)	20/7/2016 28/2/2017
	Scope at completion (projected)	<i>Additional Staff houses constructed 6No.</i>
	Reasons for project changes	<i>Project level savings</i>
	Reference to audit and evaluation reports	NA

Contract Data for Proactive Disclosure:

Contracts	Data to be disclosed	Contractor	Consultant
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Procurement	Procuring entity	Ministry of Education and Sports	Ministry of Education and Sports
	Procuring entity contact details	<i>Ministry of Education and Sports</i>	<i>Ministry of Education and Sports</i>
	Procurement process	<i>Open Domestic</i>	<i>Open domestic</i>
	Contract type	<i>Fixed Price Admeasurement</i>	<i>Lump sum</i>
	Contract status	<i>Closed</i>	<i>Closed</i>
	Number of firms tendering	12	13
	Cost estimate	2,600,000 euros	280,000USD
	Contract administrative entity	<i>BTC Uganda/Construction Management Unit</i>	<i>BTC Uganda/Construction Management Unit</i>
	Contract title	<i>Construction of New buildings at National Instructors' College Abilonino</i>	<i>Consultancy Services for Master Plan, Design and supervision of works at NTC Muni</i>
	Contract firm(s)	Tirupati Development Limited	FBW Architects Limited
	Contract price	10,183,968,035 UGX	1,299,666,000 UGX
	Contract scope of work	New Construction of (Scope 1): <ul style="list-style-type: none"> • Pedagogic and Workshop blocks • Resource center • Administration Block • Multi-purpose hall and kitchen • 2 student dormitories • Dispensary • Students' guild block • Selected External works; Incinerator, electro mechanical services (motorized borehole, water supply tank, generator, access roads, drainage perimeter fence) • Renewable energy facilities (biogas digester, solar photo voltaic and solar water heaters) • Furniture • ICT Equipment • Kitchen equipment • Workshop equipment (Motor vehicle, agriculture, Sewing and garment cutting, building carpentry and joinery and painting and decoration equipment) Additional works <ul style="list-style-type: none"> • 6 staff houses • Part of the fence and main gate 	<i>Design and supervision</i>
	Contract start date	20/5/2015	20/5/2015
	Contract duration	14 Months	14 Months
Implementation	Variation to contract price	Yes	Yes
	Escalation of contract price	No	Yes
	Variation to contract duration	Yes	Yes
	Variation to contract scope	Yes. Increased by 7 months	Yes

	Reasons for price changes	<i>Additional scope</i>	<i>Extended supervision during contractor extension</i>
	Reasons for scope and duration changes	<i>Additional works due to project level savings</i>	<i>Extended supervision during contractor extension</i>
	*Contract status	<i>Closed</i>	<i>Closed</i>
	*Challenges	Contractor delay	<i>No major challenges</i>

Project Data for Reactive Disclosure:

Project Phase	Project data to be disclosed	Disclosed data
Identification and Preparation	Multi-year programme& Budget	TTE1 2014-2017 TTE2 2017-2020 (€ 23 million)
	Project brief or Feasibility study	The Teacher Training Education Project seeks to strengthen professional competencies of teacher trainers and future teachers graduating from the National Teachers', Instructors' and Health Tutors' Colleges.
	Environmental and social impact assessment	Not Disclosed
	Resettlement and compensation plan	NA. The land belongs to the college
	Project officials and roles	Disclosed
	Financial agreement	Disclosed
	Procurement plan	Disclosed
	Project approval decision	Disclosed
Completion	Implementation progress reports	Disclosed
	Budget amendment decision	No budget amendments made as the additional works were catered for within the budget as they arose from savings made.
	Project completion report	Disclosed
	Project evaluation report	Disclosed
	Technical audit reports	Disclosed
	Financial audit reports	Not Disclosed
Procurement	Contract Officials and Roles	Not Disclosed
	Procurement Method	Open Domestic
	Tender Documents	Not Disclosed
	Tender Evaluation reports	Disclosed
	Project Design reports	Disclosed
Contract	Contract agreement and conditions	Disclosed
	Registration and ownership of firms	Not disclosed
	Specifications and Drawings	The Drawings and Specifications were prepared by FBW Architects.
Implementation	List of Variations, changes, amendments	The project scope was adjusted to also include construction of 6 staff houses and extended by an additional 7 months

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	List of escalation approvals	Disclosed
	Quality Assurance reports	Not disclosed
	Disbursement records or payment certificates	Not disclosed
	Contract Amendments	No contract amendments

ANNEX 4: Disclosed Information on NTC Muni

Project Data for Proactive Disclosure:

Project Phase	Project data	Disclosed Data
Project Identification	Project owner	Ministry of Education and Sports
	Sector	Education
	Subsector	Teacher Instructor Education and Training
	Project name	Rehabilitation and construction of new buildings at National Teachers' College Muni
	Project Location	Arua district
	Purpose	<i>Learning facility for Secondary Teachers training</i>
	*Expected life of asset	70 years
	Project description	Rehabilitation and extension of pedagogic facilities at National teachers' college Muni
Project Preparation	Project Scope (main output)	Civil works for pedagogic facilities, equipment and furniture
	Environmental impact	<i>Replacement of asbestos sheets, improvement of sanitary facilities, improved aesthetics and external drainage. Additionally, the construction of facilities that enhance thermal comfort of the user without necessitating energy demanding cooling systems. Installation of renewable energy facilities for cooking and heating to reduce the dependence on firewood.</i>
	Land and settlement impact	<i>Safe learning spaces with well-defined pathways and student routes and pleasant external learning environment</i>
	Contact details	256 (0)200 90 58 60 - Hannah.nayoga@btcctb.or, BTC Uganda: Lower Kololo Terrace 1B and Ministry of Education and Sports - 1st floor Legacy Towers, Kyandondo Road.
	Funding sources	Kingdom of Belgium, Government of Uganda
	Project Budget	1,900,000 Euros
	Project budget Period & date of approval	NA-As per Project approval at start of the project 2011
Project Completion	Project status (current)	<i>Completed and operational</i>
	Completion cost (projected)	9,210,592,199 UGX
	Completion date (projected/ actual)	13/8/2016 31/10/2016
	Scope at completion (projected)	<i>Additional works implemented as a result of savings on exchange rate</i>
	Reasons for project changes	<i>Savings on exchange rate</i>
	Reference to audit and evaluation reports	NA

Contract Data for Proactive Disclosure:

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Contracts	Data to be disclosed	Contractor	Consultant
Procurement	Procuring entity	Ministry of Education and Sports	Ministry of Education and Sports
	Procuring entity contact details	<i>Ministry of Education and Sports</i>	<i>Ministry of Education and Sports</i>
	Procurement process	<i>Open Domestic</i>	<i>Open domestic</i>
	Contract type	<i>Fixed Price Admeasurement</i>	<i>Lump sum</i>
	Contract status	<i>Closed</i>	<i>Closed</i>
	Number of firms tendering	12	13
	Cost estimate	1,900,000 euros	280,000USD
	Contract administrative entity	BTC Uganda/Construction Management Unit	BTC Uganda/Construction Management Unit
	Contract title	<i>Rehabilitation and construction of new buildings at National Teachers College Muni</i>	<i>Consultancy Services for Master Plan, Design and supervision of works at NTC Muni</i>
	Contract firm(s)	Ambitious Construction Company Limited	Design Forum Limited
	Contract price	9,210,592,199 UGX	857,046,000 UGX
	Contract scope of work	<ul style="list-style-type: none"> • Rehabilitation of 14 no lecture room block • Rehabilitation of laboratory block • Rehabilitation of multi-purpose hall and kitchen facilities • Construction of new lecture and laboratory block • Construction of User friendly library (100 user) • Services (100Cu water tank, underground water pump, bio gas unit 100Cu) • Solar PV for all new and rehabilitated pedagogic blocks • Energy saving kitchen • External works (compound, drainage, parking and perimeter fence) • Sports field (football field) • Furniture (classroom and administration) • ICT, Kitchen Music and laboratory equipment <p>Project additional works (Phase 1)</p> <ul style="list-style-type: none"> • Library extension • Basketball, volley ball, Lawn tennis and netball fields • Gate house • Pit latrine at sports field • Connection of college generator to the completed works 	<i>Design and supervision</i>
	Contract start date	<i>Jan 5, 2015</i>	<i>Jan 5, 2015</i>
	Contract duration	<i>20 months</i>	<i>20 months</i>

Implementation	Variation to contract price	No	Yes
	Escalation of contract price	No	Yes
	Variation to contract duration	Yes. Increased by 2 months	Yes
	Variation to contract scope	Yes	No
	Reasons for price changes	NA	Extended supervision during contractor extension
	Reasons for duration changes	Additional works	Additional scope due to savings on the project. These additional facilities had to be supervised.
	Reasons for scope changes	Client requests	Variation in the scope of works
	Contract status	closed	Closed
	Challenges	Contractor delay, space constrained site area	No major challenges

Project Data for Reactive Disclosure:

Project Phase	Project data to be disclosed	Disclosed data
Identification and Preparation	Multi-year programme& Budget	TTE1 2014-2017 TTE2 2017-2020 (€ 23 million)
	Project brief or Feasibility study	The Teacher Training Education Project seeks to strengthen professional competencies of teacher trainers and future teachers graduating from the National Teachers', Instructors' and Health Tutors' Colleges.
	Environmental and social impact assessment	Not Disclosed
	Resettlement and compensation plan	NA. The land belongs to the college
	Project officials and roles	Disclosed
	Financial agreement	Disclosed
	Procurement plan	Disclosed
	Project approval decision	Disclosed
Completion	Implementation progress reports	Disclosed
	Budget amendment decision	No budget amendments made as the additional works were catered for within the budget as they arose from savings made.
	Project completion report	Disclosed
	Project evaluation report	Disclosed
	Technical audit reports	Disclosed
	Financial audit reports	Not Disclosed
Procurement	Contract Officials and Roles	Disclosed
	Procurement Method	Open Domestic
	Tender Documents	Not Disclosed

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	Tender Evaluation reports	Disclosed
	Project Design reports	Disclosed
Contract	Contract agreement and conditions	Disclosed
	Registration and ownership of firms	Not disclosed
	Specifications and Drawings	The Drawings and Specifications were prepared by Design Forum Limited.
Implementation	List of Variations, changes, amendments	The project scope was adjusted to also include Library extension, Gate house, Basketball, volley ball, Lawn tennis and netball fields, Pit latrine at sports field and Connection of college generator to the completed works
	List of escalation approvals	Disclosed
	Quality Assurance reports	Not disclosed
	Disbursement records or payment certificates	Not disclosed
	Contract Amendments	No contract amendments

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