



**Infrastructure
Transparency
Initiative**

Uganda

**2nd DRAFT ASSURANCE REPORT FOR THE 2ND ASSURANCE
PROCESS**

November 2018

PROCUREMENT ENTITY	PROJECT
WAKISO DISTRICT LOCAL GOVERNMENT	Namasuba-Ndejje-Kitiko Road
MAKINDYE SABAGABO MUNICIPAL COUNCIL	Municipal Road
MAKINDYE SABAGABO MUNICIPAL COUNCIL	St. Noah Nfuufu

CoST Uganda Chapter



ACKNOWLEDGMENTS

CoST – the Infrastructure Transparency Initiative Uganda Chapter Multi-Stakeholder Group (MSG) is pleased to present the 2nd Assurance Report on three selected projects from Wakiso district Local Government.

CoST appreciates the support received from Wakiso District Local Government and Makindye – Sabagabo Municipal council spear headed by the two Project Managers in charge of the roads under construction. Through the support offered in document acquisition, face to face interviews, guided field data verification visits, telephone calls and emails, the CoST Assurance team has been able to complete the biggest part of the exercise.

It is our sincere hope that the recommendations and key concerns from this Assurance Report will help the district better the existing transparency efforts in the delivery of infrastructure projects.

The MSG also appreciates the Assurance professional assigned to this task, 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.

THE STORY

Assurance is an exciting process as it helps Procurement Entities recollect on how they plan and deliver infrastructure projects. For Wakiso and Makindye Sabagabo Municipality, it has been a long worth while learning and unlearning five month process. The projects under Assurance were; Namasuba– Ndejje - Kitiko road project under Wakiso District Local Government, St. Noah Nfuufu, and the Municipal road under Makindye –Sabagabo Municipal Council. The projects are all funded by the Government of Uganda through the Uganda Road Fund. Unique about projects under Wakiso district is the readiness of the officials to implement CoST principles and the level of stakeholder engagement. But also, this has created an ambitious citizenry who want works to be delivered as and when they offer land, challenging the merger financial basket of the district.

Namasuba Ndejje Kitiko is appearing in the Assurance for the second time, after recommendations in the 1st Assurance that the levels of transparency, stakeholder participation and quality of works needed to be further underscored. It is a unique project being implemented in phases and the first big project the district has implemented. Implemented directly by the district, the project is located in Makindye Sabagabo and it covers 10.12km. With its 00 at Bata Bata stage, it is exactly 5km drive from Kampala Central Business District, along Kampala – Entebbe road. It is a necessary project as it is purposed to relieve traffic off Entebbe rod and improve the livelihood of the communities that traverse the road. However, given its purpose, it should have been implemented wholesomely and not in phases; Phase one included upgrading of Namasuba-Ndejje-Kitiko (7.2km) and Ndejje –Kibiri (2.2KM) to bituminous surface totalling to 9.4KM, Phase two included: Design Update and Phased Sealing of Namasuba-Ndejje-Kitiko (10.12km Phase two) which commenced in October 2015 to January 2016; whereas the other section of phase two commenced in March, 2017 it is expected to end in March, 2019 due to availability of merger resources of which the district has to evenly distribute. This is also affecting the eager citizens who freely gave their land for road works only to be delayed in delivery. The project is estimated to cost UGX 2,707,444,215 (Uganda shillings: Two Billion, Seven Hundred seven Million, Four Hundred Forty Four Thousand, Two Hundred Fifteen) for phase one and UGX 23,577,024,206 (Uganda Shillings: Twenty Three Billion, Five hundred Seventy Seven Million, Twenty Four Thousand, Two Hundred Six) for phase two. The scope involved; Site clearance, Drainage works, Earth works, Pavement layers of modified CRR, bituminous layers and seals, and ancillary works, including street light bases for Phase one whereas Phase one included a Design Update component in addition to the scope described for phase one. The supervising consultant for Phase one was UB Consulting Engineers while Phase two was directly supervised by Ministry of works and Transport. The Contractor for both Phases was M/s Abubaker Technical Services and General Supplies.

St. Noah Nfuufu Road is located in Bunamwaya within Makindye Sabagabo. As the name reads, this community had suffered from a lot of dust and pit holes and yet, it hosts citizens who highly contribute to the development of the country, including Members of Parliament. The works on this project were long overdue. The total length of the Road is 2.8 km. The project involves Upgrading of St. Noah Nfuufu Road under Makindye Sabagabo Road of total length 2.8KM (Kilo Meters). The total estimated project cost is UGX 1,330,000,000 (Uganda shillings: One Billion, Three Hundred Thirty Million). The project road is expected to greatly provide accessibility to the emerging communities it traverses. The Project is expected to run for a period of One year.

Municipal Road is located in Ndejje-Zanta within Makindye Sabagabo. The total length of the Road is 1.2 km. The project involves Upgrading of Municipal Council Road under Makindye Sabagabo Road of total length 1.2KM. The total estimated project cost is UGX 1,000,000,000 (Uganda Shillings: One Billion). The project road is expected to greatly provide accessibility to the emerging communities it traverses.

Results of the Assurance process show high level of disclosure from Wakiso District Local Government and yet still low levels from Makindye-Sabagabo Municipal Council. Wakiso District Local Government realised a disclosure rate of 80% for Namasuba-Ndejje-Kitiko Road an increment from the 1st Assurance Process where it disclosed 53.3%, whereas Makindye-Sabagabo Municipal Council realised a disclosure rates of 77.14% for the Municipal Road and 78.57% for St. Noah Nfuufu Road. It is important to note that, information disclosure on project site is still limited but more is disclosed to individuals such as the Assurance Team who seek interest by officials who are mostly busy, perhaps the district needs to establish information centres for citizens along project sites, erect multiple information walls along the projects and make full use of the district website and other online platforms.

TABLE OF CONTENTS

ACKNOWLEDGMENTS	ii
THE STORY	iii
LIST OF FIGURES	vi
LIST OF TABLES	vi
ABBREVIATIONS AND ACRONYMS	vii
CHAPTER ONE: INTRODUCTION.....	1
1.1 BACKGROUND	1
1.2 OBJECTIVES OF THE PROJECTS.....	2
1.3 PROJECT DESCRIPTION.....	2
1.3.1 Namasuba-Ndejje-Kitiko Road in Wakiso.....	2
1.3.2 St. Noah Nfuufu Road in Makindye-Sabagabo Municipal Council.....	2
1.3.3 Municipal Road in Makindye-Sabagabo Municipal Council.....	3
1.4 ASSURANCE SCOPE OF WORKS.....	3
CHAPTER TWO: ASSURANCE METHODOLOGY	4
2.1 General Methodology.....	4
2.2 Summary of Methodology.....	4
CHAPTER THREE: SUMMARY OF DISCLOSED INFORMATION.....	5
3.1 General	5
CHAPTER FOUR: VERIFICATION AND ANALYSIS OF DISCLOSED DATA.....	12
4.1 Introduction.....	12
4.2 Namasuba-Ndejje-Kitiko Road in Wakiso	12
4.2.1 Analysis of proactive information.....	12
4.2.2 Analysis of proactive information.....	16
4.2.3 Transitions and possible improvements of the current project status as Compared to its Nature during the 1 st Assurance process of 2017	18
1.3 St. Noah Nfuufu Road in Makindye-Sabagabo Municipal Council	20
4.3.1 Analysis of proactive information.....	20
▪ 4.3.2 Analysis of reactive information.....	21
1.4 Municipal Road in Makindye-Sabagabo Municipal Council.....	22
4.4.1 Analysis of proactive information.....	22
4.4.2 Analysis of Reactive information.....	24
1.4 Community Engagements.....	24
1.5 CHALLENGES FACED	24
CHAPTER 5: KEY CONCERNS, OBSERVATIONS AND RECOMMENDATIONS.....	25
REFERENCES.....	26
ANNEX A: INFRASTRUCTURE DATA STANDARD	27

LIST OF FIGURES

Figure 2: Summary of Methodology

Figure 3: Percentage level of Proactive Data Disclosed (Wakiso District)

Figure 4: Percentage level of Proactive Data Disclosed (Makindye-Sabagabo)

Figure 5: Percentage level of Reactive Data Disclosed (Wakiso District)

Figure 6: Percentage level of Reactive Data Disclosed (Makindye Sabagabo)

Figure 7: Percentage level of Proactive Data Non-Disclosed (Wakiso District)

Figure 8: Percentage level of Proactive Data Non-Disclosed (Makindye Sabagabo)

Figure 9: Percentage level of Reactive Data Non-Disclosed (Wakiso District)

Figure 10: Percentage level of Reactive Data Non-Disclosed (Makindye Sabagabo)

Figure 11: Poorly maintained accesses culverts on Namasuba-Ndeje-Kitiiko Road

Figure 12: storage area for material on Namasuba-Ndeje-Kitiiko Road

Figure 13: Construction men on St. Noah Nfuufu without protective wear

Figure 14: stone pitching works on Municipal rod in Makindye Sabagabo

LIST OF TABLES

Table 1: Summary of Data Disclosed

Table 2: Summary of Data Disclosed

.

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
JTSR	Uganda's Joint Transport Sector Review
LG	Local Government
LTD	Limited
MoLG	Ministry of Local Government
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

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

CoST - the Infrastructure Transparency Initiative works with governments, industry and local communities around the world to get better value from public infrastructure investments by increasing transparency and accountability. CoST promotes transparency by supporting Procurement Entities to disclose data from public infrastructure investment, enabling to inform and empower citizens to hold decision makers to account.

This is the first 2nd Assurance Process Wakiso district is participating in, the first having been launched in August 2017 with one project from Wakiso, Namasuba Ndejje Kitiko Road. The second Assurance focused on the same project whose transparency levels were low and thus was referred into a second assurance, in addition, two projects under Makindye Sabagabo were added to the second assurance process as major connections from Namasuba Ndejje – Kitiko project including St. Noah Nfuufu and Municipal Road and are presented in this report. This Assurance Report prepared focusses on three road projects under Wakiso District LG and Makindye-Sabagabo- Municipal.

The Assurance Report is based on project and contract information collected by the Assurance Professionals from formal engagements with PEs. The main purpose of this report is; to disclose information items collected by the Assurance Professionals. Additionally, the exercise sought to highlight identified areas of good performance, and learn lessons about any apparent related inefficiency, mismanagement, scope for improvement in performance and other causes of concern throughout the project cycle.

1.2 OBJECTIVES OF THE PROJECTS

Namasuba-Ndejje-Kitiiko road aims at relieving traffic off Entebbe road and improve the livelihood of the communities the Road traverses. St. Noah Nfuufu and the Municipal roads aim at providing accessibility to the emerging communities they traverse by Upgrading to Bituminous standards.

1.3 PROJECT DESCRIPTION

The scope of this report is limited to the three projects that have been subjected to the assurance process as described below, with lessons for other district level projects.

1.3.1 Namasuba-Ndejje-Kitiko Road in Wakiso

Namasuba-Ndejje-Kitiiko road is located in Wakiso district with a total length of 10.12km. 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 and improve the livelihood of the communities the Road traverses. The project is being implemented in two phases: Phase one which includes Upgrading of Namasuba-Ndejje-Kitiiko (7.2km) and Ndejje –Kibiri (2.2KM) to bituminous surface totalling to 9.4KM, Phase two which includes: Design Update and Phased Sealing of Namasuba-Ndejje-Kitiko (10.12km Phase two). Phase two commenced in October 2015 and was completed in January 2016; whereas Phase two commenced in March, 2017 and is expected to end in March, 2019. The total estimated project cost for Phase one was is UGX 2,707,444,215 (Uganda shillings: Two Billion, Seven Hundred seven Million, Four Hundred Forty Four Thousand, Two Hundred Fifteen) whereas that for Phase two is UGX 23,577,024,206 (Uganda Shillings: Twenty Three Billion, Five hundred Seventy Seven Million, Twenty Four Thousand, Two Hundred Six). The scope involved; Site clearance, Drainage works, Earth works, Pavement layers of modified CRR, bituminous layers and seals, and ancillary works, including street light bases for Phase one whereas Phase one included a Design Update component in addition to the scope described for phase one. The supervising consultant for Phase one was UB Consulting Engineers while Phase two was directly supervised by Ministry of works and Transport. The Contractor for both Phases was M/s Abubaker Technical Services and General Supplies.

1.3.2 St. Noah Nfuufu Road in Makindye-Sabagabo Municipal Council

St. Noah Nfuufu Road is located in Bunamwaya within Makindye Sabagabo. The total length of the Road is 2.8 km. The project involves Upgrading of St. Noah Nfuufu Road under Makindye Sabagabo Road of total length 2.8KM (Kilo Meters). The total estimated project cost is UGX 1,330,000,000 (Uganda shillings: One Billion, Three Hundred Thirty Million). The project road is expected to greatly provide accessibility to the emerging communities it traverses. The Project is expected to run for a period of One year.

1.3.3 Municipal Road in Makindye-Sabagabo Municipal Council

Municipal Road is located in Ndejje-Zanta within Makindye Sabagabo. The total length of the Road is 1.2 km. The project involves Upgrading of Municipal Council Road under Makindye Sabagabo Road of total length 1.2KM. The total estimated project cost is UGX 1,000,000,000 (Uganda Shillings: One Billion). The project road is expected to greatly provide accessibility to the emerging communities it traverses.

1.4 ASSURANCE SCOPE OF WORKS

The scope of works for this assurance exercise included:

- Identification of Procuring Entities to participate in the assurance study.
- PE Engagement Meetings to introduce the objectives of the study, review and share methodology, experiences, challenges and findings.
- Desk reviews on Assurance Process; identification of 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 PEs and verification of data in the project sites.
- Analysis of data disclosed and verified in order to make informed judgments about the cost and quality of the infrastructure.
- Development of reports that are clearly intelligible to the non-specialists, outlining the extent and accuracy of the information released on the CoST projects.
- Synthesis of the report to produce infographics highlighting information obtained and key points of difference, areas of convergence and good practices as per the agreed upon indicators in the study.

CHAPTER TWO: ASSURANCE METHODOLOGY

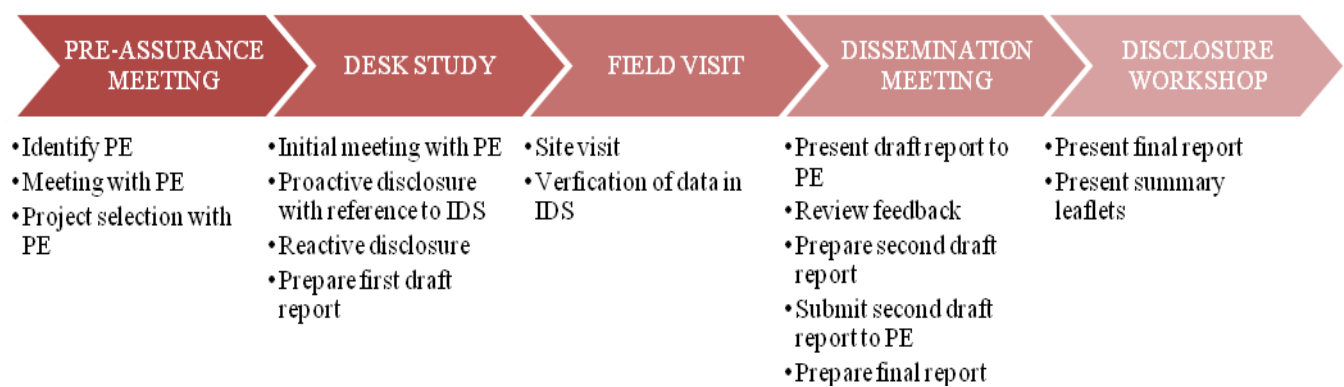
2.1 General Methodology

The Assurance Process was informed by the ToR in *annex B*. 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 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 Professional 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 professional 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;

2.2 Summary of Methodology

Figure 2: Summary of Methodology



CHAPTER THREE: SUMMARY OF DISCLOSED INFORMATION

3.1 General

Information disclosure was based on two levels of the CoST Infrastructure Data Standard. The results of the disclosed information for the different projects and PEs is presented in *annex A* (1-2) as the Infrastructure Data Standard.

SUMMARY OF DISCLOSED ITEMS

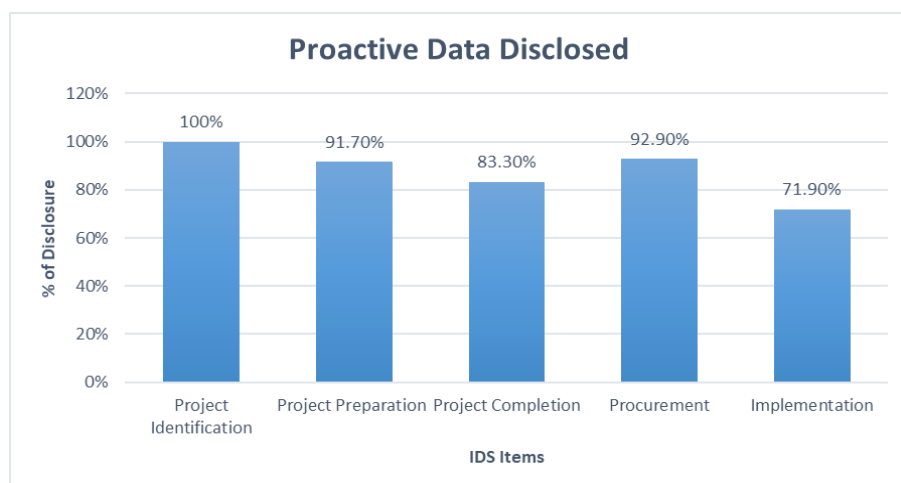
Table 1 gives a typical representation of a summary of the disclosed items for all the projects under the scope of the assignment by both Wakiso district and Makindye-Sabagabo.

Table 1: Summary of Data Disclosed

IDS Disclosure Items		Disclosed Data					
Proactive Disclosure	IDS Points	WAKISO*(Namasuba-Ndejje-Kitiko Road)		MAKINDYE-SABAGABO		Percentage Disclosure	
		Phase I	Phase II	Municipal Road	St. Noah Nfuufu Road	WAKISO*(Namasuba-Ndejje-Kitiko Road)	MAKINDYE-SABAGABO
Project Identification	7	7	7	7	7	100%	100%
Project Preparation	9	8	9	8	8	91.7%	88.9%
Project Completion	6	5	5	5	5	83.3%	83.3%
Procurement	28	25	27	25	24	92.9%	87.5%
Implementation	16	16	7	13	16	71.9%	90.6%
Total	66	61	55	58	60	87.8%	89.8%
Reactive Disclosure							
Project Identification	8	0	6	4	4	37.5%	50%
Completion	6	0	2	2	2	16.7%	33.3%
Procurement	5	1	5	2	3	60%	50%
Contract	3	3	3	3	3	100%	100%
Implementation	5	2	3	3	3	50%	60%
Total	27	12	19	14	15	57.4%	53.7%
Overall Total	93	73	74	72	75	80%	78.6%

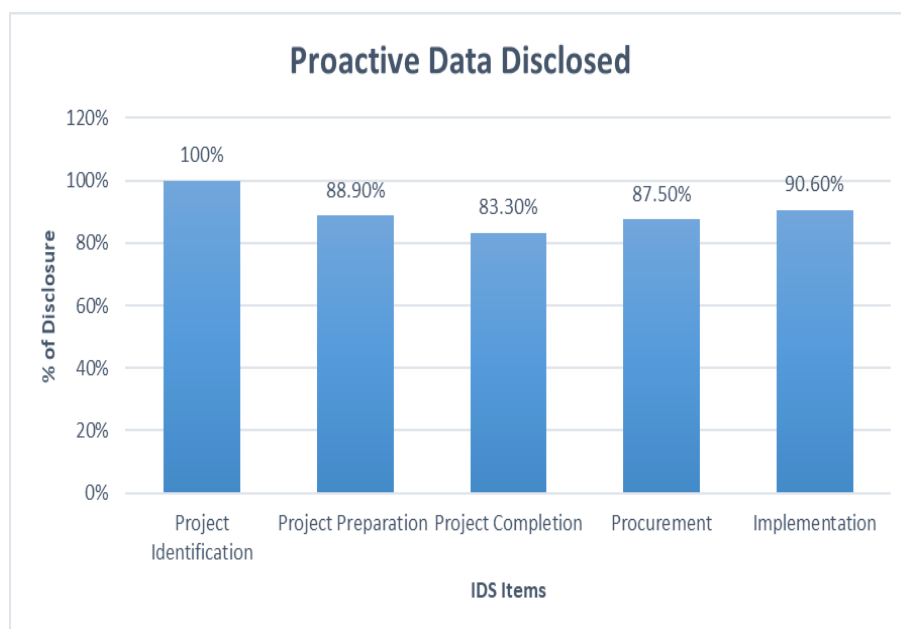
Interpretation: From the table above Wakiso district disclosed 73 out of 93 (**73/93**) data points for Phase-1 and 74 out of 93 (**74/93**) data points for Phase-2 of Namasuba-Ndejje-Kitiko Road. Makindye-Sabagabo; for both proactive and reactive disclosure on the other hand disclosed 75 out of 93 (**75/93**) data points for St. Noah Nfuufu Road and 72 out of 93 (**72/93**) data points for the Municipal Road for both proactive and reactive information disclosure.

Figure 3: Percentage level of Proactive Data Disclosed (Wakiso District)



Interpretation: From the graph above it is clearly illustrated that the level of proactive data disclosure in Wakiso district is quite high overall with the highest being information from project identification at 100% and the lowest data disclosure level of 71.9% from implementation phase.

Figure 4: Percentage level of Proactive Data Disclosed (Makindye-Sabagabo)



Interpretation: From the above graph, it is illustrated that Makindye-Sabagabo shows higher levels of proactive data disclosure with the highest being information from project identification at 100% and the lowest data disclosure level of 83.30% from the completion phase.

Proactive Data points Disclosed

Project Identification

1. Project Owner
2. Sector,
3. Sector, Subsector
4. Project name
5. Project Location
6. Purpose

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

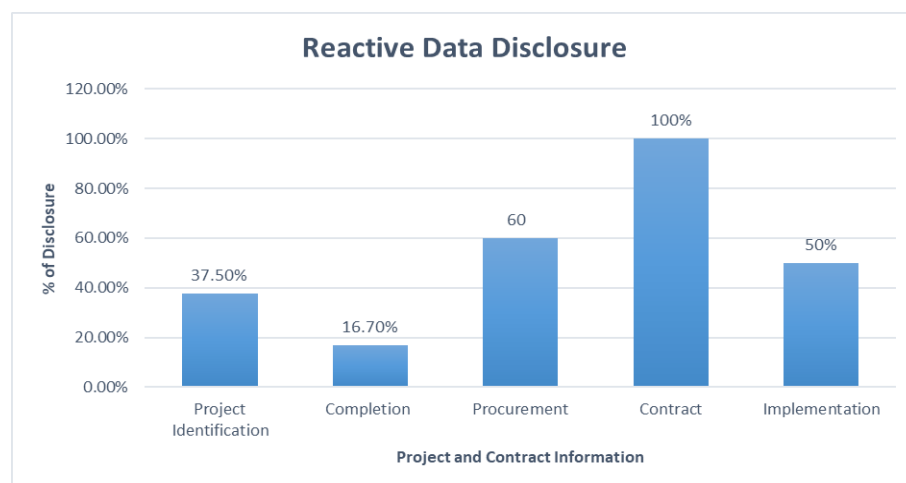
Project Completion

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

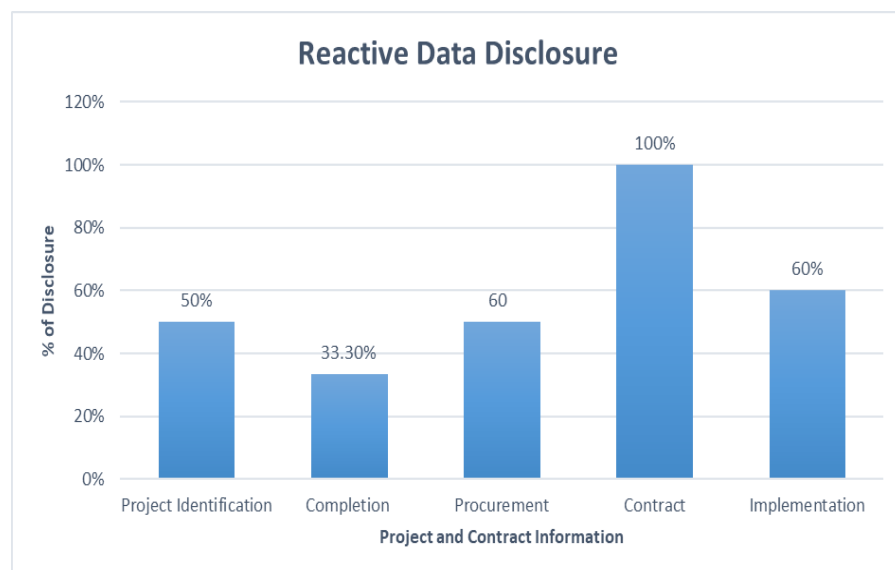
Implementation

Figure 5: Percentage level of Reactive Data Disclosed (**Wakiso District**)



Interpretation: From the graph above it is clearly illustrated that the level of reactive data disclosure in Wakiso district is moderate with the highest being information from contract data at 100% and the lowest data disclosure level of 16.70% from implementation phase.

Figure 6: Percentage level of Reactive Data Disclosed (**Makindye Sabagabo**)



Interpretation: From the graph above it is clearly illustrated that the level of reactive data disclosure in Makindye -Sabagabo is quite high with the highest being information from contract data at 100% for contract data disclosure and the lowest data disclosure level of 33.30% from the completion phase.

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

Overall, the percentage disclosure from Wakiso District Local Government was **80%** for Namasuba-Ndejje-Kitiko Road an increment from the 1st Assurance Process where it disclosed **53.3%**, whereas Makindye-Sabagabo Municipal Council realised a disclosure rates of 77.14% for the Municipal Road and 78.57% for St. Noah Nfuufu Road.

SUMMARY OF NON-DISCLOSED ITEMS

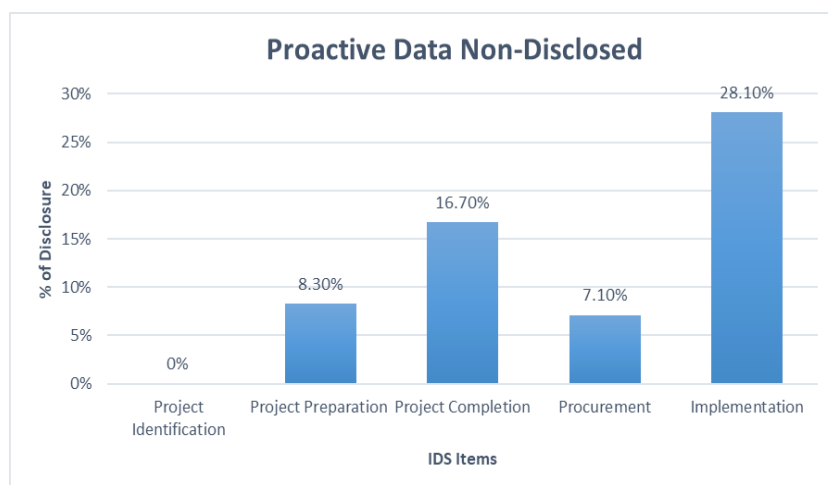
Similarly; **Tables: 2** gives a typical representation of a summary of the non-disclosed items for all the projects under the scope of the assignment from both Wakiso district and Makindye-Sabagabo.

Table 2: Summary of Data Disclosed

IDS Disclosure Items		NON- Disclosed Data					
Proactive Disclosure	IDS Points	WAKISO*(Namasuba-Ndejje-Kitiko Road)		MAKINDYE-SABAGABO		Percentage Disclosure	
		Phase I	Phase II	Municipal Road	St. Noah Nfuufu Road	WAKISO*(Namasuba-Ndejje-Kitiko Road)	MAKINDYE-SABAGABO
Project Identification	7	0	0	0	0	0%	0%
Project Preparation	9	1	0	1	1	8.3%	11.1%
Project Completion	6	1	1	1	1	16.7%	16.7%
Procurement	28	3	1	3	4	7.1%	12.5%
Implementation	16	0	9	3	0	28.1%	9.4%
Total	66	5	11	8	6	12.2%	10.2%
Reactive Disclosure							
Project Identification	8	8	2	4	4	62.5%	50%
Completion	6	6	4	4	4	83.3%	66.7%
Procurement	5	4	0	3	2	40%	50%
Contract	3	0	0	0	0	0%	0%
Implementation	5	3	2	2	2	50%	40%
Total	27	15	8	13	12	42.6%	46.3%
Overall Total	93	20	19	21	18	20%	21.4%

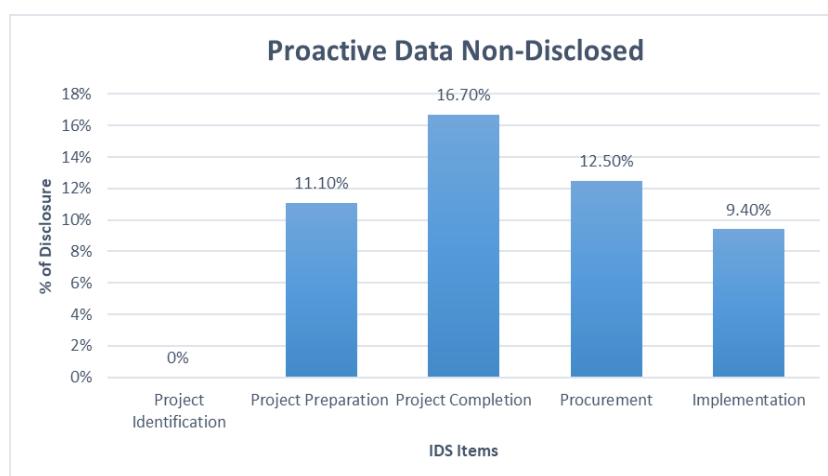
Interpretation: From the table above Wakiso district had a non-disclosure of 20 out of 93 (**20/93**) data points for Phase-1 and 19 out of 93 (**19/93**) data points for Phase-2 of Namasuba-Ndejje-Kitiko Road. Makindye Sabagabo had a non disclosure of 18 out of 93 (18/93) data points for St. Noah Nfuufu road and 21 out of 93 (21/93) data points for the Municipal Road for both pro-active and reactive non disclosure. Most of this information concealed is vital for stakeholders to engage.

Figure 7: Percentage level of Proactive Data Non-Disclosed (Wakiso District)



Interpretation: From the graph above proactive non-disclosure for Wakiso district was low with the highest level of non-disclosure being 28.10% under data for implementation phase.

Figure 8: Percentage level of Proactive Data Non-Disclosed (Makindye Sabagabo)



Proactive Data points Disclosed

Project Identification

1. Project Owner
2. Sector,
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

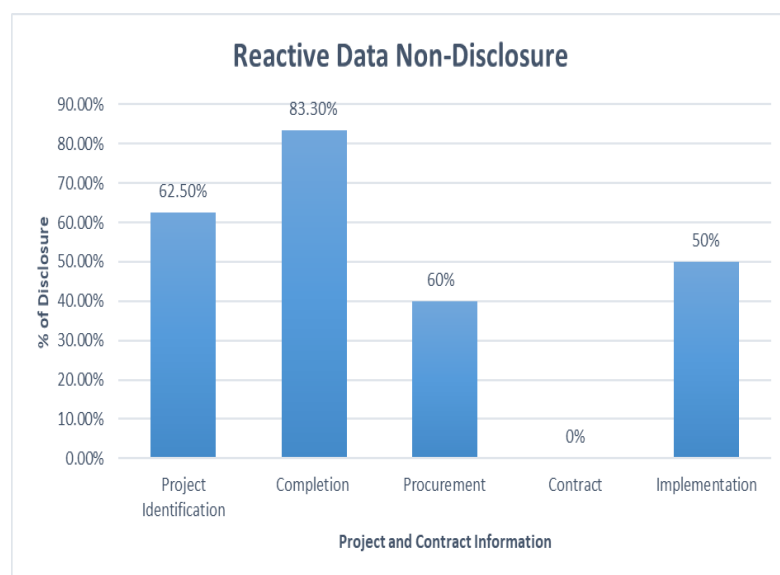
1. Project Status (Current)
2. Completion Cost (Projected)
3. Completion Date (Projected)
4. Scope at Completion (Projected)
5. Reasons for project changes
6. Reference to audit and evaluation reports

Procurement

Implementation

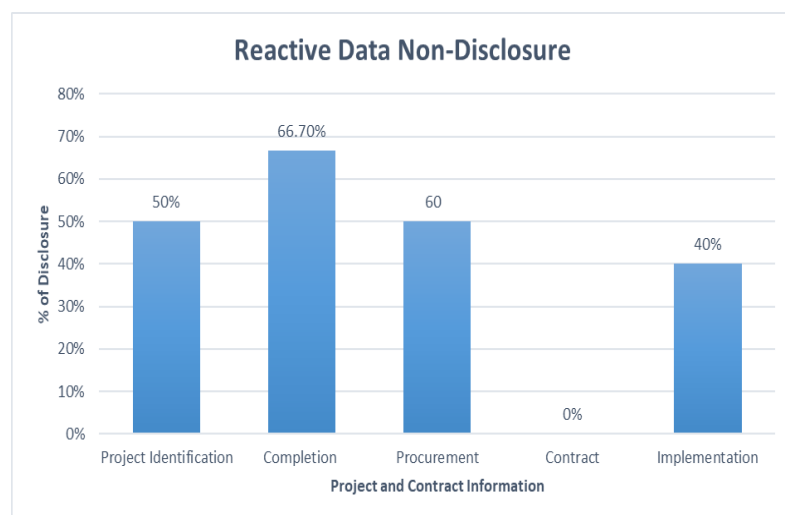
Interpretation: From the graph above proactive non-disclosure was lower for Makindye Sabagabo with the highest level of non-disclosure being 16.7% under data for project completion phase.

Figure 9: Percentage level of Reactive Data Non-Disclosed (**Wakiso District**)



Interpretation: From the graph above reactive non-disclosure for Wakiso district was quite high with the highest level of non-disclosure being 83.3% under project completion phase which was not a very good indicator

Figure 10: Percentage level of Reactive Data Non-Disclosed (**Makindye Sabagabo**)



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

Interpretation: From the graph above reactive non-disclosure for Makindye Sabagabo district was moderately high but lower than that of Wakiso district. The highest level of non-disclosure being 66.7% under data project completion phase which is still not an appeasing indicator for transparency. The percentage non-disclosure rate from Wakiso District Local Government was **20%** for Namasuba-Ndejje-Kitiko Road whereas that from Makindye-Sabagabo Municipal Council was **22.86%** for the Municipal Road and **21.43%** for St. Noah Nfuufu Road.

CHAPTER FOUR: VERIFICATION AND ANALYSIS OF DISCLOSED DATA

4.1 Introduction

Disclosure of project information for the three 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 1 above whereas the details can be found in annexes A

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 Information has been undertaken and illustrated in the sections that follow.

4.2 Namasuba-Ndejje-Kitiko Road in Wakiso

4.2.1 Analysis of proactive information

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

1. Project identification

The Project is Located in Wakiso District with a total length of 10.12km. The project aims at relieving the ever increasing traffic congestion on the other major roads within the district and also to improve the socio-economic benefits for the district within which the road traverses. The project owner is Wakiso District Local government and the project falls under the Works Department and Transport Sector. After a site visit, it was observed that the project road fell within the jurisdiction of Makindye-Sabagabo Municipal council another Procuring entity that is just a walk away from the project Road. The reason for the district to directly implement the project were that, the project was procured before the Makindye Sabagabo Municipality was established, however, the Municipal was engaged in monitoring progress of works on the project. Key issues at this stage were; increased involvement and frequent feedback meetings between Wakiso and Makindye Sabagabo the future maintainers of the road project.

2. Project preparation

Scope of works: The project is being implemented in two phases: Phase I which includes Upgrading of Namasuba-Ndejje-Kitiko (7.2km) and Ndejje – Kibiri (2.2KM) to bituminous surface totalling to 9.4KM, Phase II which includes: Design Update and Phased Sealing of Namasuba-Ndejje-Kitiko (10.12km Phase II). The actual scope of works for the project include; Site clearance, Drainage works, Earth works, Pavement layers of modified CRR, bituminous layers and seals, and ancillary works, including street light bases for Phase one whereas Phase II included a Design Update component in addition to the scope described for phase I. Phase I was completed whereas the status for Phase II is at 30%. From all documentation, it was noted that the design life of the project was not reflected anywhere. This is very key in determining whether the materials used for the project implementation would really serve the purpose intended for and also for a defined period of time. It would have also been key if a feasibility study of the project was carried out to establish clearly the major project features required, including the desired design life to serve purpose as expected. Key issues at this stage were; no disclosure of the design life of the project and no feasibility study done.

Funding Source: The road project is fully funded by the Government of Uganda with a **total project cost estimated at UGX 2,707,444,215** (Uganda shillings: Two Billion, Seven Hundred seven Million, Four Hundred Forty Four Thousand, Two Hundred Fifteen) for Phase I and **UGX 23,577,024,206** (Uganda Shillings: Twenty Three Billion, Five hundred Seventy Seven Million, Twenty Four Thousand, Two Hundred Six) for Phase II. The approval dates for Phase one of funds was not recorded anywhere. Disclosure of approval dates for funds allows for the analysis of usage over time and establish basis for any cost escalations, which would be good for Procuring entities to consider and adopt. From engagements with the PE, it was learnt that the funds for completion of projects do not come in time and wholesomely. This therefore means there is always a continuous lag in time for project implementation which in turn raises community anxiety and also keeps the projects running longer than anticipated. It would be good if the funding sources improve on their cash flow mechanisms to allow for smooth flow of project events. Key issues at this stage include; undefined time overruns and delays on the project due to the phased implementation, anxiety within the receiving community due to delays.

Health and Safety: The project brief indicated the provision of a qualified Safety Officer to deal with Occupational Health and Safety, HIV/AIDs and gender management. From the disclosed data the project has secured transport officers to ensure traffic management and complete safety which minimizes hazards on the road. However because of delayed commencement of works for the second phase, the site visit indicated that some of the health and safety precautions are being compromised, and therefore becoming a threat to the community dwellers across which the project road traverses. A case of poorly

maintained access roads for the community and also evidence of deep excavations without warning signs for the travelers. Key concerns in regards to safety were; no health and safety information disclosed, and abandoned construction materials.



Figure 11: Poorly maintained accesses culverts on Namasuba-Ndeje-Kitiiko Road



Figure 12: storage area for material on Namasuba-Ndeje-Kitiko Road not protected

Risk Analysis: It was also disclosed that there were minimal risks during project implementation although a laid out risk management plan was not evidenced to include: anticipated risks, probability of occurrence, responsible person, proposed mitigation measures and the status of the risks which is usually key to completely mitigate out all risks. This matrix is key and allows the Parties involved on the project to reduce costs by cutting out any possible risks.

Environmental Management: The project seems to face some environmental issues like noise and dust pollution which has been mitigated through frequent watering of the road and also providing workers with ear plugs to minimize the noise. The swamp section area along the Road however has brought about environmental cost issues not previously envisaged due to increase in the structural design components and rock fill to completely ensure safe flow of water and disposal of waste material. To completely guarantee Environmental management, it would be very important to make use of Environmental Management and decommissioning plans which were not entirely disclosed or displayed anywhere during the site visits.

Challenges: It was also established that the Right of way was completely acquired before project start which has minimized any possible project delays that could have arose from failure to obtain the required road design width and this is very commendable of the P.E for ensuring this. Prior to construction works.

Project Completion: The projected completion date for Phase I was 28th January, 2018 while that for Phase II 16th September, 2018. The scope at completion for Phase I however was not disclosed which is quite essential in confirming any possible changes and corresponding implications. The scope at completion for Phase II however could not be disclosed as the project was still on going. The audit and evaluation reports were not disclosed for both phases which is essential in determining whether the project in the two phases were running as contractually required.

4.2.2 Analysis of proactive information

Implementation

At implementation, as disclosed by the project Manager, for Phase one, there were no variations in the contract price, no price escalations, no variation in the contract duration and contract scope. There were also no major challenges faced during the implementation of Phase I. For Phase II however, as disclosed by the project Manager, there were variations in the works contract, in terms of cost, scope and also price escalations.

The actual cost and price escalation in terms of figures were however not disclosed which is relevant in ensuring transparency and accountability. It was observed that the scope of works was increased to accommodate; revision of the drainage design along the swamp section to include more rock fill, bigger size of culverts, more stone pitching works, double barrel pipes, and gabion mattresses for proper drainage which were originally not envisaged. From this it could clearly be realized that the contractor would require time extension which was not yet measured and documented to plan for the envisaged circumstances in terms of time. It would be imperative for the Project Manager, who is also the district Engineer to capture events that may cause time extension and allow for the processing of the necessary contractual documentation to avoid any project delays when this is acted upon at the last minute. This approach would also ideally encourage cost savings and strategic planning of the project without any hamper ages.

From engagements with the district Engineer, it was highlighted the projects major challenges are Irregular Cash flow constraints. This was a clear sign that the funding source did not set aside definite funds to allow for the smooth flow of the project. Analytically cash flow constraints lead to poor planning and give way for compromising proper construction works, a case that may be evidenced in case the Procuring entity does not set aside funds for procured projects and especially those already under implementation. It would be more preferred for procuring entities to always Plan and ensure consistent cash flow to avoid any major challenges that may occur as a result and also cause delays, as well as increased costs of running the project. Most of these challenges however, are majorly affected by the contractor. It would also be most desirable if the consulting engineers kept a record of their challenges and devise means of mitigating them, however minimal they may be.

Key issues noted include; no disclosure of price and cost escalation to review the drainage design along the swamp, undocumented circumstances that would guarantee time extension, irregular cash flows affecting project delivery schedules as a result of under allocation of funds by the Central Government.

Procurement: The works Contractor selected for both Phases was Abubaker Technical Services and General Supplies Ltd under open domestic bidding. The number of firms that competed in the bidding exercise were 2 for Phase II. Those that competed in Phase I were not disclosed however. The Supervising Engineer for Phase II was UB-Consulting Engineers however Phase I did not have a supervising engineer. The works were directly supervised by Ministry of Works and Transport which may not be a good indicator in terms of accountability since they are more or less the project owners/ Client.

The number of firms that competed in the bidding exercise for phase II was also not disclosed. This is key to ensuring that the procuring processes were carried out as per the stipulated PPDA guidelines without any compromise. This allows the P.E source the most competent firms for the job to be done well. The **contract duration for the works contractor** indicated for Phase I was 3 months based with a start date of October 28th, 2015 and 18 months for phase II with a start date of 17th March, 2017. The start date and duration of the Supervising consultant for phase II however was not disclosed which would be of help in establishing whether the contractor started at the same time with the Consultant to establish whether works were supervised as expected by the consultant right from the start and avoid any conflicts in approval of good works. The Contract price for the works contractor in Phase II was UGX 23,654,204,890 (Uganda shillings: Twenty Three Billion, Six Hundred Fifty Four Million, Two Hundred Four Thousand, Eight Hundred Ninety) and not disclosed for Phase I. The Contract price for the supervising consultant for Phase II was disclosed as UGX 400,000,000 (Uganda Shillings: Four Hundred Million). It would be very helpful if the P.Es considered disclosing the above information to the community through either Signboards or other platforms.

Key procurement concerns; no disclosure throughout the process for instance, number of companies tendering and their details, contractors cost, the community is not aware of who the contractor and consultants are.

4.2.3 Transitions and possible improvements of the current project status as Compared to its Nature during the 1st Assurance process of 2017

Comparison table of the district's level of response on the 1st Assurance Report recommendations

Recommendation	PE Action between 1 st August 2017 – August 2018	New recommendation
Strengthen mechanism for inspection and monitoring to strengthen implementation of the Environmental Management Plan, Traffic Management Plan and the Occupational health and safety.		
Strengthen quality and assurance control functions and mechanisms to independently control time, scope, and quality of works being undertaken during the contract implementation stage		
Improve the performance of the technical evaluation committee to avoid delays in the procurement process		
Contractor should develop an updated schedule for project works to accurately track progress in real time and may result into irreversible delays.		
Increase quality control, work methods of the contractor to international engineering best practice.		
Fact track works along Rufuka Swamp with technical support and supervision and team work with the Ministry of Works and Transport before the 2017 rains of November set in to mitigate seasonal floods.		
Provide timely updates and engagement with the citizens along the project area to promote access to information and transparency.	Some of the items under proactive data that were not obtained previously were disclosed, and these include: Project scope, environmental impact issues, land and settlement issues, social aspects, Contact details of the PE's, project budgets and approval dates, project risks, Variations in scope, price and duration, procurement processes for sourcing firms, project cost estimates, contract start and end dates, and information on	

	<p>possible contract price escalations. Reactive data was also disclosed in higher levels as compared to the previous process.</p> <p>Disclosure levels form Wakiso District Local government has increased greatly from 53.3% to 80% and sure indication of improved infrastructure transparency within the Procuring Entity.</p> <p>CoST worked with the PE to organize one Baraza to disseminate information to the citizens and this enabled citizens ask information about the project.</p> <p>District established radio programmes to enhance access to information.</p>	
<p>Adherence to PPDA regulations and solicitor general's rules in regards to committing PE above available funds. Enhance level of contract documentation, additional human resource into the engineer's office to able manage all PE contracts, unproved project design, project sign boards, unexplained scope changes variations in phase one, cost escalation of 800million in phase one that was included in phase two budget, limited disclosure of the procurement process for the consultant.</p>	<p>Project design was updated and submitted to the MoWT for approval. The project was later commissioned by the Minister of State, Works.</p> <p>District erected four project sign boards.</p> <p>Disclosure levels form Wakiso District Local government has increased greatly from 53.3% to 80% and sure indication of improved infrastructure transparency within the Procuring Entity.</p>	

1.3 St. Noah Nfuufu Road in Makindye-Sabagabo Municipal Council

4.3.1 Analysis of proactive information

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

1. Project identification

The project is located in Bunamwaya within Makindye Sabagabo. The project owner is Makindye-Sabagabo Municipal Council and the project falls under the Works and Physical Planning Sector. The project is appropriately situated. It is also not very far from the Municipal council from which the supervising engineers are and this allows for the convenient and timely supervision of the project as required. The location of the project also relieves heavy traffic from Entebbe road which is a great advantage to the community dwellers.

2. Project preparation

Scope of works: The actual scope of works includes; site Clearance, Drainage Works, Earth Works, Pavement Layers of gravel or crush stones, bituminous layers & seals, and ancillary works. The project is however carried out in phases due to lack of enough funding from government. This is in a way very good for planning purposes due to the readily available funds, but quite an inconvenience if the project takes longer than expected due to phasing of works. From site visits, the Project **environmentally was not convenient as there is a lot of dust**, noise pollution and a few cases of property damage which come with great impact on the communities who freely offered their land and as such require proper mitigation. This can be done through environmental action plans; and decommissioning plans with a systematic reporting system. 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 which is a good initiative that should be carried on.



Figure 13: Construction men on St. Noah Nfuufu without protective wear

Risks analysis: The Project risks were not disclosed to establish any mitigation measures. It is imperative that the contractor and Client come up with a risk analysis framework that will cut out un envisaged project risks and hence reduce project costs.

3. Project completion:

The Progress of construction works was at **40% as of 16th June, 2018**. The planned physical progress of works was not disclosed to establish if there is any time slippage for the project that needs to be wiped out. The projected completion date was not disclosed. There was no reference to audit or evaluation reports disclosed as well. Having a planned physical progress of works helps the contractor to keep track of the cash flow analysis as well as ensuring that works run and progress as required.

▪ 4.3.2 Analysis of reactive information

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

1. Procurement

The works Contractor selected was Busenyi Enterprises Ltd under open domestic bidding. The number of firms that competed in the bidding exercise were (3) three. The type of contract was an admeasurement contract. The Supervising Engineer was Emma Solutions Ltd, sourced under selective bidding. The number of firms that competed in the bidding exercise was not disclosed however. The type of contract was a fixed Lump Sum contract. The **contract duration for the works contractor was 1 year**. The start

date was not disclosed however. The contract duration for the Supervising Consultant was indicated as 1 year, however the start date was not disclosed. It is observed that a proper procurement process that is transparent was carried out in sourcing for the contractor and the consultant and this is really key sourcing the most competitive firms to execute works as expected. It would also be very necessary for the PE's to display and take record of the start dates of the Contracting and consulting firms to allow for proper monitoring of works.

2. Implementation

During the implementation stage, a variation in the contract scope was reflected as the length of the Road was increased from 1KM to 2.8KM. This is an indication that there will be a need for time extension of the Contractor and the consultant. It is therefore very important to capture this in time for quick planning in order to avoid delays. It is also key to note that Project sign boards were erected on the project roads which are an important tool for disclosure of project information. It was also established that the Right of way was completely acquired before project start which has minimized any possible project delays that could have arose from failure to obtain the required road design width and this is very commendable of the P.E for ensuring this.

From analysis, it is reflected that Makindye Sabagabo Municipal council has increasing percentage disclosure of the Proactive data of 90% for St. Noah Nfuufu Road, as compared to the percentage disclosure of reactive data which was 55%. This comes as a result that most of the reactive disclosure data required several engagements with the PE are whose time was a bit limited; however, proactive data was easily accessible.

1.4 Municipal Road in Makindye-Sabagabo Municipal Council

4.4.1 Analysis of proactive information

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

1. Project identification

The Municipal Road project is located in Ndejje-Zanta within Makindye Sabagabo. The **Scope of works** for the project include; Design, Site Clearance, Drainage Works, Earth Works, Pavement Layers of gravel or crush stones, bituminous layers & seals, and ancillary works including street lighting. The road is a major connection to Namasuba-Ndejje Kitiko road and within the municipality and therefore will serve as a pivot to the economic and social development of the Municipality. A project sign board was also realised on the road which was a good tool to disclose information to the community within which the road traverses. The road project is fully funded by the Government of Uganda. The **total project cost was estimated at UGX 1,180,000,000** (Uganda Shillings: One Billion, One Hundred Eighty Million). The budget was approved in the FY 2017/2018 budget release; however most of these funds are not released

on time for the execution of works. Makindye Sabagabo in turn considered phasing the project depending on the available resources a given time. This practice is important in preventing project delays for the contractor. A risk analysis matrix is also important in monitoring the project and ensuring the unforeseen risks which may be costly sometimes and the contractor is encouraged to have it in place all the time throughout the project period.

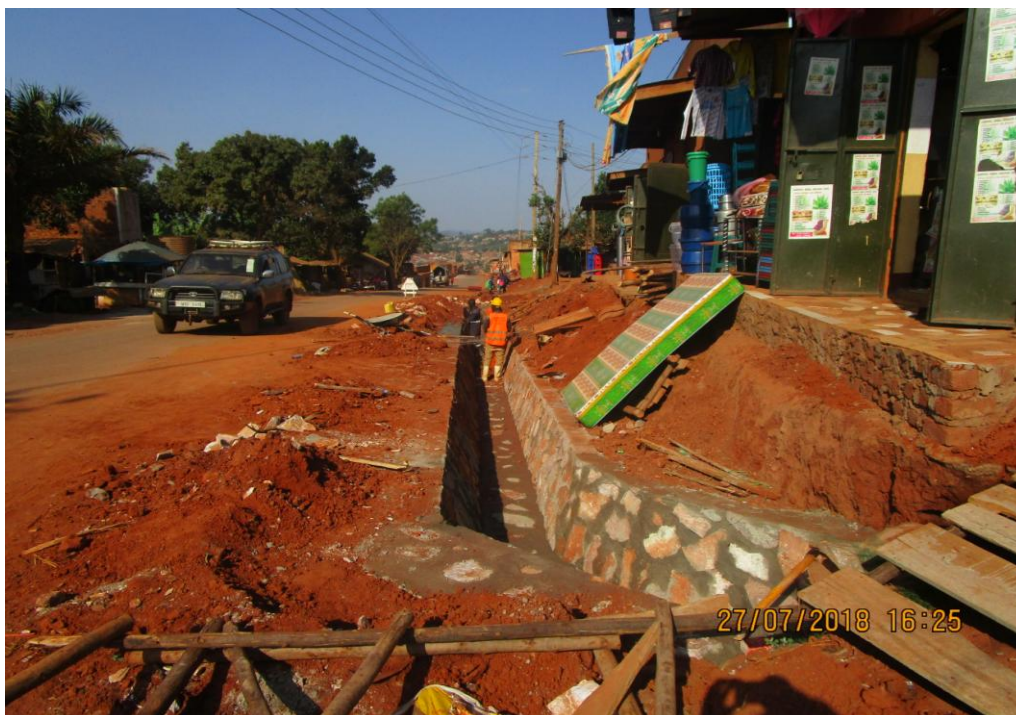


Figure 14: stone pitching works on Municipal road in Makindye Sabagabo

2. Project completion

The Progress of construction works was at **50% as of June, 2018**. The planned physical progress of works was not disclosed however to establish if there is any time slippage for the project that needs to be wiped out. The projected completion date was not disclosed and there was no reference to audit or evaluation reports disclosed as well. Without audit reports, the Procuring entity cannot establish whether there are any inconsistencies in the way the project is executed.

4.4.2 Analysis of Reactive information

1. Implementation

During the implementation stage, there was a need to increase the scope by tarmacking a 50m long road stretch to Ndejje health center and also allow for a connection to Kibutiika road to allow for the Municipal road project to become more feasible and relevant. This therefore indicates a variation to the contract which must be managed by the procuring entity without encountering any possible risks. This would also mean that the P.E would need to solicit for funds early in time to avoid any inconveniences when a contractor is instructed to carry out the additional works to avoid major cost implications due to loss of time

It is also important to note that most of the Drawings and Specifications for road construction were fully availed prior to construction which allowed for the smooth flow of the project without causing any delays. This is also an indication that the project was properly planned for execution without major delays.

As is the case with St. Noah Nfuufu Road, the percentage disclosure of the Proactive data was 87.9% and higher as compared to the percentage disclosure of reactive data which was 51%. It was easier to access Proactive data as compared to reactive data due to the limited time the PE's had for our frequent engagements. However all in all the level of disclosure from Makindye Sabagabo Municipal council was high and ultimately very good for infrastructure transparency.

1.4 Community Engagements

Independent visits were carried out on all the roads to establish their concerns about the projects under constructions and the following were noted:

1. Most of the members in the community were appreciative of the government's initiative to improve their transport network;
2. Some of the community members complained about not being allowed to get involved in the project works by employing them;
3. A few complained about dust as an irritation and requested the concerned parties to mitigate dust pollution; and
4. Others however commended the contractors for being respectful and disciplined while carrying out their works.

1.5 CHALLENGES FACED

1. It was a challenge to engage with the consultant and contracting teams as most of them did not have project offices at site. There were also minimal works going on therefore limited interaction to verify how works are carried out.
2. It was also a challenge getting to meet the contact project Engineers as they seemed to have limited time due to their busy schedules.

CHAPTER 5: KEY CONCERNS, OBSERVATIONS AND RECOMMENDATIONS

- The Assurance Process recommends that the PE provides additional relevant information on the different public platforms used to disburse information especially proactively disclosed information.
- 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.
- 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.
- It is important to disclose tender documents for the supervising Consultant and the Works contractor to establish the number of firms that had tendered for the project works contract and the duration for the entire tendering process.
- Whereas it was possible for the assurance professional to obtain data from the procurement entities, we note that most of this data is not displayed on any public forum for the project end users to access easily which hinders the rate of disclosure for project information to the public. It is recommended for the procurement entities to develop public platforms that enable the project end users to completely access information about the project for their satisfaction.

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ANNEX A1: DISCLOSED INFORMATION **NAMASUBA-NDEJJE-KITIIKO ROAD**

Table 1: Project Information for Proactive Disclosure: (Project Data 39 out of 44) (Contract Data 75 out of 88)

Project Phase: 39 Items Disclosed out of 44 items			
Project Phase	Project data	Disclosed Data	
		PHASE I	PHASE II
Project Identification	Project owner	Wakiso District Local Government	Wakiso District Local Government
	Sector	Works Department	Works Department
	Subsector	Transport	Transport
	Project name	Construction of Namasuba-Ndejje-Kitiiko (7.2km) and Ndejje –Kibiri (2.2KM) to bituminous surface totalling to 9.4KM	Design update and Phased sealing of Namasuba-Ndejje-Kitiiko (10.12km Phase II)
	Project Location	Wakiso District	Wakiso District
	Purpose	To act as a traffic relief for the ever increasing traffic congestion on the other major roads within the district and also to improve the socio-economic benefits for the district.	To act as a traffic relief for the ever increasing traffic congestion on the other major roads within the district and also to improve the socio-economic benefits for the district.
	Project description	Upgrading of Namasuba-Ndejje-Kitiiko (7.2km) and Ndejje –Kibiri (2.2KM) to bituminous surface totalling to 9.4KM, and of carriage way width of 7M and a 1.5M walk way.	Design Update and Phased Sealing of Namasuba-Ndejje-Kitiiko (10.12km Phase II) and of carriage way width of 7M and a 1.5M walk way.
Project Preparation	Project Scope (main output)	Site clearance, Drainage works, Earth works, Pavement layers of modified CRR, bituminous layers and seals, and ancillary works, including street light bases.	Design Update, Site clearance, Drainage works, Earth works, Pavement layers of modified CRR, bituminous layers and seals, and ancillary works, including street light bases.
	Environmental impact	Dust and noise pollution	Dust and noise pollution Construction constraint due to major swamp location
	Land and settlement impact	No Land and settlement issues. The ROW was acquired at no cost	No Land and settlement issues. The ROW was acquired at no cost
	Social Aspects	Provision of a qualified Safety officer for Occupational Health and Safety and HIV/AIDS, gender management, Traffic control and	Provision of a qualified Safety officer for Occupational Health and Safety and HIV/AIDS, gender management, Traffic

		sensitization of masses, PPE, warning signs and provision of flag bearers	control and sensitization of masses, PPE, warning signs and provision of flag bearers
	Contact details	Eng. Samuel Mwesigwa (Project Manager) Tel:+256-704194901	Eng. Samuel Mwesigwa (Project Manager) Tel:+256-704194901
	Funding sources	Government of Uganda	Government of Uganda
	Project Budget	2,707,444,215 USHS	23,577,024,206 USHS
	Project budget Period & date of approval	Not Disclosed	2016/2017 Financial year
	Project Risks	Minimal injuries and accidents on site	Minimal injuries and accidents on site
Project Completion	Project status (current)	Completed	30% Project Completion
	Completion cost (projected)	2,707,444,215 USHS	Not Disclosed(project still ongoing)
	Completion date (projected)	28 th January 2016	16 th September 2018
	Scope at completion (projected)	Not Disclosed	Not Disclosed
	Reasons for project changes	No Project Changes	Design update to cater for drainage and mitigate environmental constraints in the swamp location.
	Reference to audit and evaluation reports	Not disclosed	Not Disclosed
Contract Data: 75 Items Disclosed out of 88 items			
Contracts		Data to be disclosed	PHASE I
			Consultant PHASE II

		Contractor: Abubaker Technical Services and General Supplies Ltd	Consultant: No Consultant	Contractor: Abubaker Technical Services and General Supplies Ltd	Consultant: UB-Consulting Engineers
Procurement	Procuring entity	Wakiso District Local Government	NIL	Wakiso District Local Government	Wakiso District Local Government
	Procuring entity contact details	P.O Box 7218 Kampala	NIL	P.O Box 7218 Kampala	P.O Box 7218 Kampala
	Procurement process	Open domestic Bidding	NIL	Open domestic Bidding	Open domestic Bidding
	Contract type	Admeasurement Contact	NIL	Admeasurement Contact	Admeasurement Contact
	Contract status	Completed	NIL	In progress at 30% completion	In progress
	Number of firms tendering	Not Disclosed	NIL	(2) Two contracting firms	Not disclosed
	Cost estimate	Not Disclosed	NIL	23,654,204,890 USHS	400,000,000 USHS

	Contract administrative entity	Wakiso District Local Government	NIL	Wakiso District Local Government	Wakiso District Local Government
	Contract title	Works contract for Upgrading of Namasuba-Ndejje-Kitiiko (7.2km) and Ndejje –Kibiri (2.2KM) to bituminous surface totalling to 9.4KM	NIL	Works Contract for Design Update and Phased sealing of Namasuba-Ndejje-Kitiiko (10.12km Phase II)	Consultancy Services for Design and Construction supervision for the update and Phased sealing of Namasuba-Ndejje-Kitiiko (10.12km Phase II)
	Contract firm(s)	Abubaker Technical Services and General Supplies Ltd	NIL	Abubaker Technical Services and General Supplies Ltd	UB-Consulting Engineers
	Contract price	Not Disclosed	NIL	23,654,204,890 USHS	400,000,000 USHS

	Contract scope of work	Site clearance, Drainage works, Earth works, Pavement layers of modified CRR, bituminous layers and seals, and ancillary works, including street light bases.	NIL	Not Disclosed(Project still in progress)	Not Disclosed(project still in progress)
	Contract start date	28 th October 2015	NIL	17 th March 2017	Not Disclosed
	Contract duration	Three (3) Months	NIL	Eighteen (18) Months from start date	Not Disclosed
Implementation	Variation to contract price	No variation	NIL	Yes but not disclosed	Not Disclosed
	Escalation of contract price	No escalation	NIL	Yes but not disclosed	Not Disclosed
	Variation to contract duration	No Variation	NIL	Not Disclosed	Not Disclosed

	Variation to contract scope	No variation	NIL	Revision of the drainage design along the swamp section to include more rock fill, bigger size of culverts, more stone pitching works, double barrel pipes, and gabion mattresses	Revision of the drainage design along the swamp section to include more rock fill, bigger size of culverts, more stone pitching works, double barrel pipes, and gabion mattresses
	Reasons for price changes	No price changes	NIL	To cater for additional works to be carried out in the swamp area that were not originally included in the Contract	Not Disclosed

	Reasons for duration changes	No duration changes	NIL	To allow time for completion of additional works to be carried out in the swamp area that were not originally included in the Contract	Not Disclosed
	Reasons for scope changes	No scope changes	NIL	To cater for additional works to be carried out in the swamp area that were not originally included in the Contract	To cater for additional works to be carried out in the swamp area that were not originally included in the Contract
	Challenges	No major challenges	NIL	Cash Flow Constraints Constraints in relocating services in the ROW	Not Disclosed

Table 2: Project Information for Reactive Disclosure(34 out of 54 data points)

	Data to be disclosed	Disclosed Data(Phase I)	Disclosed Data(Phase II)
Identification and Preparation	Multi-year programme & Budget	Not Disclosed	Not Disclosed
	Project brief or Feasibility study	Not Disclosed	This was available and done by UB Consulting Engineers
	Environmental and social impact assessment	Use of decomposing action plans, Environmental & Social impact action plans	Use of decomposing action plans, Environmental & Social impact action plans
	Resettlement and compensation plan	Sensitization of the community to freely offer land through signing consent forms from property owners	Sensitization of the community to freely offer land through signing consent forms from property owners
	Project officials and roles	1. Eng. Samuel Mwesigwa (District Engineer)- project management.	1. Eng. Samuel Mwesigwa (District Engineer) - project management.
	Financial agreement	Not Disclosed	Not Disclosed
	Procurement plan	Not Disclosed	Not Disclosed
	Project approval decision	To act as a traffic relief for the ever increasing traffic congestion on the other major roads within the district and also to improve the socio-economic benefits for the district- a basis for approval	To act as a traffic relief for the ever increasing traffic congestion on the other major roads within the district and also to improve the socio-economic benefits for the district- a basis for approval
Completion	Implementation progress reports	Monthly Progress reports are available.	Monthly Progress reports are available.
	Budget amendment decision	No Budget Amendment	Not Disclosed

	Project completion report	Not Disclosed	Project still on-going
	Project evaluation report	Not Disclosed	Not Disclosed
	Technical audit reports	Not Disclosed	Not Disclosed
	Financial audit reports	Not Disclosed	Not Disclosed
Procurement	Contract Officials and Roles	1. Eng. Samuel Mwesigwa (District Engineer)- project management.	1. Eng. Samuel Mwesigwa (District Engineer)- project management.
	Procurement Method	Open Domestic Bidding	Open Domestic Bidding
	Tender Documents	These were available at the procuring entity	These were available at the procuring entity
	Tender Evaluation reports	These were available at the procuring entity	These were available at the procuring entity
	Project Design reports	Not Disclosed	These were available and were done by UB consulting Engineers
Contract	Contract agreement and conditions	Available at the Procuring Entity	Available at the Procuring Entity
	Registration and ownership of firms	Contracting firm was fully registered	Contracting and Consulting firms was fully registered
	Specifications and Drawings	The Drawings and Specifications were available and prepared by the Project Manager	The Drawings and Specifications were available and prepared by UB Consulting engineers
Implementation	List of Variations, changes, amendments	1) No Variations evidenced.	1) Revision of the drainage design along the swamp section to include more rock fill, bigger size of culverts, more stone pitching works, double barrel pipes, and gabion mattresses
	List of escalation approvals	Not Disclosed	Not Disclosed
	Quality Assurance reports	Not Disclosed	Available and prepared by both the Contractor and Consultant
	Disbursement records or payment certificates	These were available and the Client has evidence of payments to the	These were available and the Client has evidence of payments to both the Contracting

		contracting team.	and Consulting team
	Contract Amendments	No contract Amendments	No contract Amendments disclosed

ANNEX A2: DISCLOSED INFORMATION ON ST. NOAH NFUUFU ROAD

Table 1: Project Information for Proactive Disclosure: (Project Data 20 out of 22) (Contract Data 20 out of 21)

Project Phase: 20 Items Disclosed out of 22 items		
Project Phase	Project data	Disclosed Data
Project Identification	Project owner	Makindye-Sabagabo Municipal Council
	Sector	Works and Physical Planning
	Subsector	Roads
	Project name	Upgrading of St. Noah Nfuufu Road under Makindye Ssabagabo to Bituminous standards
	Project Location	Bunamwaya in Makindye Sabagabo
	Purpose	Increase accessibility to property, Reduce dust pollution and tarmac coverage
	Project description	Upgrading of St. Noah Nfuufu Road under Makindye Ssabagabo Road of total length 2.8KM
Project Preparation	Project Scope (main output)	Site clearance, Drainage works, Earth works, Pavement layers of gravel or crushed stones, bituminous layers and seals, and ancillary works
	Environmental impact	Noise Pollution Dust Minimal Accidents
	Land and settlement impact	High costs for relocation of services in the Right of Way(ROW)
	Social Aspects	Provision of a qualified Safety officer for Occupational Health and Safety and HIV/AIDS, gender management, Traffic control and sensitization of masses
	Contact details	Eng. Ndiwalana Geoffrey B.(Project Manager) Email: gentebut@yahoo.com Tel:+256-773448875

	Funding sources	Government of Uganda
	Project Budget	1,330,000,000USHS (Uganda Shillings: One Billion, Three Hundred Thirty Million)
	Project budget Period & date of approval	Period of: Two and half (2&1/2) financial Years Approved in the 2017/2018 budget
	Project Risks	Not disclosed
Project Completion	Project status (current)	40% project completion
	Completion cost (projected)	1,330,000,000
	Completion date (projected)	Subject to availability of funds
	Scope at completion (projected)	Project still on-going
	Reasons for project changes	We changed from surface dressing to asphalt concrete and project scope increased this was because asphalt is more weather resistant as compare to surface dressing also design for drainage structure changed from 600mm dia to 900mm dia in some section.
	Reference to audit and evaluation reports	Not disclosed

Contract Data: 40 Items Disclosed out of 44 Items

Contracts	Data to be disclosed	Contractor	Consultant
Procurement	Procuring entity	Makindye-Sabagabo Municipal Council	Makindye-Ssabagabo Municipal Council
	Procuring entity contact details	Tel: +256-752889784 P.O Box 1872 Wakiso	Tel: +256-752889784 P.O Box 1872 Wakiso
	Procurement process	Open domestic Bidding	Selective Bidding

	Contract type	Admeasurement Contact	Fixed Lumpsum Contract
	Contract status	Works are progressing as expected	Works are progressing as expected
	Number of firms tendering	(3) Three contracting firms	(2) Two contracting firms
	Cost estimate	Not Disclosed	Not Disclosed
	Contract administrative entity	Project Manager's (Municipal Engineer) office	Project Manager's (Municipal Engineer) office
	Contract title	Works contract for Upgrading of St. Noah Nfuufu Road under Makindye Ssabagabo to Bituminous standards	Consultancy Services for Design Review and Construction Supervision of Upgrading of St. Noah Nfuufu Road under Makindye Ssabagabo to Bituminous standards
	Contract firm(s)	Busenyi Enterprises Ltd	Emma Solutions Ltd
	Contract price	1,330,000,000	50,000,000
	Contract scope of work	Site clearance, Drainage works, Earth works, Pavement layers of gravel or crushed stones, bituminous layers and seals, and ancillary works	Design Review and Construction Supervision of Upgrading of St. Noah Nfuufu Road under Makindye Ssabagabo to Bituminous standards
	Contract start date	Not Disclosed	Not Disclosed
	Contract duration	One(1) year	One(1) year
Implementation	Variation to contract price	Increase in scope	NA
	Escalation of contract price	Yes due to Delay in executing payment	NA

	Variation to contract duration	Yes due to Delayed payment for the certified works	Delayed payment for the certified works
	Variation to contract scope	Increase of the project road from 1KM to 2,8KM	NA
	Reasons for price changes	Increase in scope and change of design from double surface dressing to 30 mm concrete asphalt.	Contract moved from deign to incorporate supervision.
	Reasons for duration changes	Inadequacy of funds	Inadequacy of funds
	Reasons for scope changes	Since we had not done any compensation, and the has a road length of 2.8 km therefore we wanted to carryout demolition at once than disturbing land owners twice.	NA
	Challenges	In-adquent funds and delayed payments to the contractor.	NA

Table 2: Project Information for Reactive Disclosure(15 out of 27 data points)

	Data to be disclosed	Disclosed Data
Identification and Preparation	Multi-year programme& Budget	Not Disclosed
	Project brief or Feasibility study	Not Disclosed
	Environmental and social impact assessment	Use of decomposing action plans, Environmental & Social impact action plans
	Resettlement and compensation plan	Sensitization of the community to freely offer land through signing consent forms from property owners
	Project officials and roles	2. Eng. Ndiwalana Geoffrey B (Project Manager)- project management.
	Financial agreement	Not Disclosed
	Procurement plan	Not Disclosed
	Project approval decision	To ensure increased accessibility to property, Reduce dust pollution and tarmac coverage were the basis for the project approval
Completion	Implementation progress reports	Monthly Progress reports are available.
	Budget amendment decision	Not Disclosed
	Project completion report	Project still on-going
	Project evaluation report	Not Disclosed
	Technical audit reports	Not Disclosed
	Financial audit reports	Not Disclosed
Procurement	Contract Officials and Roles	1. Eng. Ndiwalana Geoffrey B (Project Manager) - project management.

	Procurement Method	Open domestic bidding for contractor and selective method for the consulting firm
	Tender Documents	These were available at the procuring entity
	Tender Evaluation reports	Not Disclosed
	Project Design reports	Not Disclosed
Contract	Contract agreement and conditions	Available at the Procuring Entity
	Registration and ownership of firms	Both consulting and Contracting firms were fully registered
	Specifications and Drawings	The Drawings and Specifications were available and prepared by the Project Manager in Conjunction with the consultant- Emma Solutions Ltd
Implementation	List of Variations, changes, amendments	2) Increase in scope and change of design from double surface dressing to 30 mm concrete asphalt. 3) Increase of the project road from 1KM to 2,8KM
	List of escalation approvals	Not Disclosed but available
	Quality Assurance reports	These were said to be available but not availed for confirmation
	Disbursement records or payment certificates	These wre available and the Client has evidence of payments to the consultant team and the contracting team.
	Contract Amendments	No contract Amendments disclosed

ANNEX A2: DISCLOSED INFORMATION **NAMASUBA-NDEJJE-KITIIKO ROAD**

Contract Data

21 Items Disclosed out of 44 Items

Contracts	Data to be disclosed	Contractor	Consultant
Procurement	Procuring entity	Makindye-Sabagabo Municipal Council	Makindye-Sabagabo Municipal Council
	Procuring entity contact details	Tel: +256-752889784 P.O Box 1872 Wakiso	Tel: +256-752889784 P.O Box 1872 Wakiso
	Procurement process	Open domestic Bidding	Selective Bidding
	Contract type	Admeasurement Contract	Fixed Lumpsum Contract
	Contract status	Works are progressing as expected	Works are progressing as expected
	Number of firms tendering	(3) Three contracting firms	(2) Two contracting firms
	Cost estimate	Not Disclosed	Not Disclosed
	Contract administrative entity	Project Manager's (Municipal Engineer) office	Project Manager's (Municipal Engineer) office

	Contract title	Works contract for Upgrading of St. Noah Nfuufu Road under Makindye Sabagabo to Bituminous standards	Consultancy Services for Design Review and Construction Supervision of Upgrading of St. Noah Nfuufu Road under Makindye Sabagabo to Bituminous standards
	Contract firm(s)	Busenyi Enterprises Ltd	Emma Solutions Ltd
	Contract price	Not Disclosed	Not Disclosed
	Contract scope of work	Site clearance, Drainage works, Earth works, Pavement layers of gravel or crushed stones, bituminous layers and seals, and ancillary works	Design Review and Construction Supervision of Upgrading of St. Noah Nfuufu Road under Makindye Sabagabo to Bituminous standards
	Contract start date	Not Disclosed	Not Disclosed
	Contract duration	One(1) year	One(1) year
Implementation	Variation to contract price	Not Disclosed	Not Disclosed
	Escalation of contract price	Not Disclosed	Not Disclosed
	Variation to contract duration	Not Disclosed	Not Disclosed
	Variation to contract scope	Increase of the project road from 1KM to 2,8KM	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
	Challenges	Not Disclosed	Not Disclosed

ANNEX A3: DISCLOSED INFORMATION ON MUNICIPAL COUNCIL ROAD

Table 1: Project Information for Proactive Disclosure: (Project Data 20 out of 22) (Contract Data 20 out of 21)

Project Phase: 20 Items Disclosed out of 22 items		
Project Phase	Project data	Disclosed Data
Project Identification	Project owner	Makindye-Sabagabo Municipal Council
	Sector	Works and Physical Planning
	Subsector	Roads
	Project name	Upgrading of Municipal Council Road under Makindye Sabagabo to Bituminous standards
	Project Location	Ndejje-Zanta in Makindye Sabagabo
	Purpose	Increase accessibility, reduce dust pollution and increase tarmac coverage
	Project description	Upgrading of Municipal Council Road under Makindye Ssabagabo Road of total length 1.2KM
Project Preparation	Project Scope (main output)	Design, site clearance, Drainage works, Earth works, Pavement layers of gravel or crushed stones, bituminous layers and seals, and ancillary works including street lighting
	Environmental impact	Noise Pollution Dust Minimal Accidents
	Land and settlement impact	High costs for relocation of services in the Right of Way(ROW)
	Social Aspects	Provision of a qualified Safety officer for Occupational Health and Safety and HIV/AIDS, gender management, Traffic control and sensitization of masses

	Contact details	Eng. Ndiwalana Geoffrey B.(Project Manager) Email: gentlebutts@yahoo.com Tel:+256-773448875	
	Funding sources	Government of Uganda	
	Project Budget	1,180,000,000USHS (Uganda Shillings: One Billion, One Hundred Eighty million)	
	Project budget Period & date of approval	Period of: Two and half (2&1/2) Financial Years Approved in the 2017/2018 budget	
	Project Risks	Not disclosed	
Project Completion	Project status (current)	75% project completion	
	Completion cost (projected)	1,180,000,000	
	Completion date (projected)	October 2018	
	Scope at completion (projected)	Laying of concrete asphalt, stone pitching of the side drains, ect	
	Reasons for project changes	There was need to tarmac the road to Ndejje health center since is a public facility that is always muddy when it rains. This health center is less than 50 meters from Municipal road. Also there was need to connect municipal road to the adjoining kibutiika road this was due to the reason that its may not logical to stop a road yet there is a junction which is less than 150metrs to the junction. Thus increase in scope.	
	Reference to audit and evaluation reports	Not disclosed	
Contract Data: 38 Items Disclosed out of 44 items			
Contracts	Data to be disclosed	Contractor	Consultant
Procurement	Procuring entity	Makindye Ssabagabo municipal council.	Design and build.
	Procuring entity contact details	Not Disclosed	NA

	Procurement process	Not Disclosed	NA
	Contract type	Admeasurement contract	NA
	Contract status	Works have progressed and stand at 75% complete	NA
	Number of firms tendering	Three (3)	NA
	Cost estimate	1,000,000,000	NA
	Contract administrative entity	MSMC, works and physical planning department	NA
	Contract title	Not Disclosed	NA
	Contract firm(s)	AL-mubarak technical services ltd.	NA
	Contract price	1,000,000,000	NA
	Contract scope of work	Not Disclosed	NA
	Contract start date	September 2017	NA
	Contract duration	6 months (six)	NA

Implementation	Variation to contract price	There was need to tamack the road to Ndejje health center since is a public facility that is always muddy when it rains. This health center is less than 50 meters from Municipal road. Also there was need to connect municipal road to the adjoin kibutiika road this was due to the reason that its may not logical to stop a road yet there is a junction which is lea than 150metrs to the junction. Thus increase in scoope.	NA
	Escalation of contract price	NA	NA
	Variation to contract duration	Delayed payment as opposed to the payment plan that could not be fulfilled due to a poor cash flow for the municipal council.	NA
	Variation to contract scope	Not Disclosed	NA
	Reasons for price changes	Not Disclosed	NA
	Reasons for duration changes	Not Disclosed	NA

	Reasons for scope changes	There was need to tamack the road to Ndejje health center since is a public facility that is always muddy when it rains. This health center is less than 50 meters from Municipal road. Also there was need to connect municipal road to the adjoin kibutiika road this was due to the reason that its may not logical to stop a road yet there is a junction which is lea than 150metrs to the junction. Thus increase in scope.	
	Challenges	<p>Delayed payments o contractor,</p> <p>Limited funds to implement road furniture such as street lighting, directional and warning signs posts, road kerbing walkways etc</p>	NA

Table 2: Project Information for Reactive Disclosure(14 out of 27 data points)

	Data to be disclosed	Disclosed Data
Identification and Preparation	Multi-year programme& Budget	Not Disclosed
	Project brief or Feasibility study	Not Disclosed
	Environmental and social impact assessment	Use of decomposing action plans, Environmental & Social impact action plans
	Resettlement and compensation plan	Sensitization of the community to freely offer land through signing consent forms from property owners
	Project officials and roles	3. Eng. Ndiwalana Geoffrey B (Project Manager)- project management.
	Financial agreement	Not Disclosed
	Procurement plan	Not Disclosed
	Project approval decision	To ensure increased accessibility to property, Reduce dust pollution and tarmac coverage were the basis for the project approval
Completion	Implementation progress reports	Monthly Progress reports are available.
	Budget amendment decision	Not Disclosed
	Project completion report	Project still on-going
	Project evaluation report	Not Disclosed
	Technical audit reports	Not Disclosed
	Financial audit reports	Not Disclosed
Procurement	Contract Officials and Roles	1. Eng. Ndiwalana Geoffrey B (Project Manager) - project

		management.
	Procurement Method	Not Disclosed
	Tender Documents	These were available at the procuring entity
	Tender Evaluation reports	Not Disclosed
	Project Design reports	Not Disclosed
Contract	Contract agreement and conditions	Available at the Procuring Entity
	Registration and ownership of firms	Contracting firm was fully registered
	Specifications and Drawings	The Drawings and Specifications were available and prepared by the Project Manager in Conjunction with the contractor- AL-mubarak technical services ltd.
Implementation	List of Variations, changes, amendments	4) There was need to tamack the road to Ndejje health center since is a public facility that is always muddy when it rains. This health center is less than 50 meters from Municipal road. Also there was need to connect municipal road to the adjoin kibutiika road this was due to the reason that it may not logical to stop a road yet there is a junction which is lea than 150metrs to the junction. Thus increase in scope and cost.
	List of escalation approvals	Not Disclosed but available
	Quality Assurance reports	These were said to be available but not availed for confirmation
	Disbursement records or payment certificates	These were available and the Client has evidence of payments to the the contracting team.
	Contract Amendments	No contract Amendments disclosed

