Infrastructure Transparency Initiative
Uganda



Uganda

Infrastructure Transparency Index
2024 Report

Propelling Data Transparency: Igniting hope for quality infrastructure and better lives in Uganda



The Infrastructure Transparency Index (ITI) is an instrument developed by CoST —the Infrastructure Transparency Initiative. It provides metrics of the levels of transparency and the quality of processes related to public infrastructure at the national level. Applied consistently, it can rank performance and monitor changes over time. It was collaboratively designed and based on international good practice and lessons learned. Its objective is to provide stakeholders with quality information that promotes transparency and prompt improvements in the management of public infrastructure.

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Disclaimer

This report presents the results of an evaluation to measure transparency in the infrastructure sector to generate information that can be used to help strengthen public institutions. Like other evaluation instruments, its impact will depend on the use to which it is put. It is not a methodology to evaluate corruption, nor an instrument of internal control, and it does not assess perceptions. It does not evaluate public officials or measure the general quality of procuring entities. The evaluations and reports prepared with this methodology do not represent CoST's opinion regarding the administrative work of governments or procuring entities.

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Acknowledgment

Drawing from the existing global experience and learning from the first ITI, developing the inaugural second Infrastructure Transparency Index (ITI) in Uganda has been an exciting experience for the evaluation team. We are indebted to the Government of Uganda through the Ministry of Works and Transport for providing an enabling environment for CoST Uganda to contribute towards the realisation of the National Development Plan by strengthening action to ensure the delivery of "quality infrastructure to foster a stronger economy and better lives for Ugandans".

We extend our appreciation to the management and officials from the thirty (30) Procuring and Disclosing Entities (PDEs) who participated in the second ITI, whose fifty-eight (58) projects were evaluated in this Index. We also acknowledge the contribution of the Team that conducted the evaluation, including the consultants and CoST staff at CoST Uganda and the International Secretariat.

The successful completion of this index has been enabled by financial support from the United Kingdom's Foreign Commonwealth Development Office (FCDO) through the CoST International Secretariat, without which it would not have been possible.

Message from the CoST Uganda Champion

My Ministry commissioned the second Infrastructure Transparency Index through CoST Uganda on April 11, 2024. The Ministry implored sampled government entities to embrace the index, a methodology that would facilitate an understanding of the level of transparency and performance in the sector.

I am happy to learn that 58 projects from 30 entities were evaluated. I congratulate the 30 entities and CoST Uganda on completing the exercise. The evaluation results are based on four key dimensions: enabling environment, capacities and processes, citizen participation, and information disclosure. Whereas there is a slight improvement compared to the first index, the performance is still below the expected standard. These results should provide a benchmark for improving the delivery of public infrastructure projects.

Uganda's national ITI score increased from 20.8% in the 2021 ITI to 32.26% in the 2024 second ITI, indicating progress in promoting infrastructure transparency. Improvements were observed across all dimensions as below:

1. Enabling environment: from 41.4% (2021) to 43.50% (2024)
2. Capacities and processes: from 13.5% (2021) to 29.78% (2024)
3. Citizen participation: from 13.8% (2021) to 33.65% (2024)
4. Information disclosure: from 18.4% (2021) to 26.81% (2024)

These improvements are encouraging, suggesting that the efforts of CoST Uganda and all stakeholders involved in this process are resulting in positive changes, and Procuring Entities (PEs) are progressing toward achieving infrastructure transparency.

The Ministry of Works and Transport will continue to provide stewardship to CoST Uganda. I congratulate this year's winners: KCCA (80.26%), MoWT (60.66%), and Office of the President (55.23%). And the Local Governments including Mpigi (42.29%), Jinja (40.97%), and Kabale (40.27%). As we celebrate their performance, we encourage entities and other sector players to take note of the areas of improvement and address them to facilitate efficiency and effective delivery of public infrastructure projects.

On behalf of the Government of Uganda, I thank the CoST International Secretariat for providing this tool and the financial support to implement it across government institutions. My Ministry will work with the respective entities and stakeholders to address the issues and recommendations raised in this Index and pending commitments from the first Index.

For God and My Country.
Hon. GEN. EDWARD KATUMBA WAMALA
Minister of Works and Transport

Executive summary

The 2024 Infrastructure Transparency Index analyses transparency in the country's public infrastructure sector. The ITI was developed by CoST –the Infrastructure Transparency Initiative, to evaluate transparency across four key dimensions: enabling environment, capacities and processes, citizen participation, and information disclosure. Each dimension is scored on a scale of 0-100%, with the overall national score being a weighted average of these dimensions.

Findings from the second ITI revealed that Uganda's national ITI score improved to 32.26% in 2024, up from 20.8% in 2021, indicating progress while highlighting substantial room for improvement.
Regarding dimensional analysis, Enabling environment scored highest at 43.50%, Citizen participation scored at 33.65%, Capacities and processes scored at 29.78%, and Information disclosure scored lowest at 26.81%.

The second ITI measured the level of transparency across 30 entities sampled for this assessment. The results revealed that only 3 of the 30 evaluated entities scored above 50%, with Kampala Capital City Authority leading at 80.26%, followed by the Ministry of Works and Transport and the Office of the President. Across the project lifecycle, the second ITI revealed a decrease in transparency on project implementation information. For example, transparency on contract implementation scored 8.82%, and contract supervision scored 1.08%.

Results from the sector revealed significant variations, with the Agricultural sector leading at 51.28% and the Trade and Industry scoring the lowest at 4.99%. Across the index, in comparison with the first index, the most improved entity was Jinja District Local Government, which improved from 5.76% to 40.97% (+35.21%). The results revealed consistency in disclosure patterns across the dimensions but indicated that there needed to be more adequate policy implementation in the sector. Entities with larger budgets tend to achieve higher transparency scores.

The ITI recommendations include the need for the government, through its relevant institutions, to bridge the policy implementation gap, enhance digital infrastructure, implement lifecycle transparency, strengthen capacity-building initiatives, and boost citizen engagement.

In conclusion, while Uganda has made progress in infrastructure transparency, significant work remains to be implemented to create a more open, accountable, and adequate infrastructure sector. Addressing the identified gaps and leveraging successful practices can enhance public trust and maximise the impact of infrastructure investments.

Layout of chapters

Chapter one.

This chapter presents the background information about the infrastructure transparency index, CoST Uganda, the objectives of the ITI, and the expected outcomes from the study.

Chapter Two.

This chapter discusses the methodological decisions for implementing the Infrastructure Transparency Index in Uganda, the evaluation processes, and sampling procedures for selecting the procuring entities and infrastructure projects.

Chapter three.

This chapter analyses, discusses, and interprets the results of the Infrastructure Transparency Index, draws conclusions, and suggests recommendations to improve infrastructure transparency and accountability in Uganda based on the study findings.

Chapter 1 | The Infrastructure Transparency Index

1.1 About CoST

CoST - the Infrastructure Transparency Initiative is a global programme dedicated to improving transparency and accountability in public infrastructure. Established in 2012, CoST works collaboratively with governments, private sector entities, and civil society to enhance governance and maximize the value of infrastructure investments.

Key features of CoST:

- **Disclosure:** is the publication of data from infrastructure projects. In this feature, procuring entities disclose forty data points at critical stages throughout the project cycle under the CoST Infrastructure Data Standard (CoST IDS) and increasingly in the Open Contracting for Infrastructure Data Standard (OC4IDS) format.
- **Assurance:** is an independent review that highlights the accuracy and completeness of the disclosed data and turns it into compelling information that helps communicate issues of concern and areas of good practice.
- **Multi-stakeholder:** is the way of work to bring together government, private sector, and civil society in a concerted effort to pursue the common goal of improving transparency, accountability, and performance in preparing for and providing public infrastructure information. This is typically achieved through a multi-stakeholder group where each stakeholder has an equal voice in leading a CoST programme.
- **Social Accountability:** refers to efforts made to ensure that the disclosed data and assurance reports are taken up and used by stakeholders – including civil society, the private sector, and government oversight bodies – to strengthen existing accountability mechanisms and prompt appropriate corrective action, not only about specific projects but broadly in all the sectors.

CoST Uganda

CoST Uganda was launched in April 2014 and relaunched in February 2017 by the Ministry of Works and Transport. Since then, it has established itself as a key player in promoting infrastructure transparency in the country. The CoST Uganda Programme is hosted by the Africa Freedom of Information Centre (AFIC), a civil society organisation.

Through its interventions, CoST Uganda has registered significant milestones. Through reviews on sampled infrastructure projects, the programme has contributed towards implementing the Access to Information Act 2005 and its regulations. The ATI aims to promote transparency, accountability, and citizen participation in government. Specifically, through adopting internationally acceptable open data standards and tools for infrastructure delivery. Influenced quality delivery of infrastructure projects and provided a platform for the private sector to dialogue directly with the government, helping to flip the narrative around bribery and infrastructure procurement. This platform has influenced policy reforms that help improve the

investment climate and job creation for local firms. Construction companies increasingly see that business integrity and quality delivery of projects are beneficial for all and can save them money. CoST contributed to the procurement policy improvements. e.g. In 2020/21, the government revised the procurement law to include disclosure, revised the local content reservation schemes into regulations, and updated the standard bidding documents to include environmental, social, health and safety requirements for the procurement of works, among other aspects.

CoST Uganda's journey since 2014 demonstrates progress in promoting the institutionalization of transparency practices in the sector. The results of the index show an improvement in the level of transparency but also present room for improvement. These gaps present opportunities for continued engagements by CoST Uganda across the sector players.

1.2 ITI concept

The Infrastructure Transparency Index (ITI) is a comprehensive tool developed by CoST to evaluate and monitor transparency levels in public infrastructure projects. It goes beyond traditional access to information metrics, offering a holistic approach to assessing transparency, participation, and accountability in the sector.

Key features of the ITI:

1. Multi-dimensional approach: The ITI evaluates four key dimensions: Enabling environment, Capabilities and processes, Citizen participation, and Information disclosure.
2. A broad interpretation of transparency: The ITI considers access to information, associated enablers and capacities, and citizen participation that creates public value.
3. Scoring mechanism: The final ITI score is derived from a weighted sum of its components, allowing for a nuanced assessment of overall transparency.
4. Applicability: While designed for CoST members, the ITI can be used by any interested parties in any country, even at the local level, to evaluate and strengthen their institutions.
5. Evidence-based reform: By providing data at each stage of the infrastructure project cycle, the ITI helps drive reforms that reduce mismanagement, inefficiency, and corruption.

Methodology and design:

- The ITI instrument is based on international good practices and lessons learned, designed collaboratively to ensure relevance and effectiveness.
- It provides a methodology for calculating scores for individual procuring entities, which can be aggregated for national or sub-national assessments.
- The scores reflect the enabling conditions for transparency and the practical application of transparency measures in recent infrastructure projects.

Benefits of the ITI:

- It helps stakeholders understand strengths and weaknesses in transparency mechanisms within the infrastructure sector.
- Facilitates monitoring of transparency levels over time.
- Contributes to cost savings by identifying inefficiencies and promoting better practices.
- Supports the delivery of higher-quality infrastructure by improving sector performance.

The ITI's multi-dimensional approach recognises that adequate transparency is about information availability and the systems, capacities, and engagement mechanisms that support it. This holistic view allows for a more nuanced understanding of transparency challenges and opportunities in the infrastructure sector, paving the way for targeted improvements and reforms.

1.3 ITI objectives

The ITI instrument aims to enable transparency and accountability in public infrastructure to be assessed and monitored over time. More specific objectives include:

- To provide a measure of infrastructure transparency and the capacity to improve transparency among procuring entities.
- To track and encourage progress and facilitate peer learning while helping to hold procuring entities accountable.
- Building on existing data standards such as the CoST IDS and the OC4IDS to raise awareness of transparency at the national and international levels.
- To allow consistent country comparisons at the international level to facilitate peer learning and the identification of common international strengths and weaknesses.

The tool calculates an ITI score (whether national or subnational) on a scale of zero to one hundred (0-100) for a country's national or subnational public infrastructure and individual Procuring Entity (PE) ITI scores for associated PEs. The scores are based on many unique indicators. These are independently evaluated to assess PE practices and the conditions that give rise to transparency and accountability in the local infrastructure sector.

The score is then published as an ITI that ranks procuring entities. The resulting highlighting and identification of shortcomings in existing practice can then inform the development of an action plan that will help raise transparency and accountability standards within the country or sector and improve ongoing infrastructure management practices.

The ITI results provide relevant information to guide public leaders, international organizations, procuring entities, and others interested in strengthening infrastructure-related transparency and accountability. The ITI assessments should occur periodically and consistently while allowing time for reforms to be introduced and implemented between different evaluations.

1.4 ITI principles

The Infrastructure Transparency Index is built on key principles guiding its design, implementation, and evolution. These principles ensure the ITI remains a relevant, reliable, and impactful tool for assessing and improving transparency in public infrastructure projects.

Core design principles:

1. **Relevance:** The ITI focuses on critical aspects of infrastructure transparency, including legal frameworks, institutional capacities, and information disclosure practices. This ensures the index provides meaningful insights that can drive real project management and delivery improvements.
2. **Comprehensiveness:** By employing a wide range of indicators, the ITI offers a thorough assessment of the sector while allowing for a detailed evaluation of individual procuring entities. This multi-layered approach provides a nuanced understanding of transparency at various levels.
3. **Simplicity and Trustworthiness:** The ITI uses straightforward data collection and analysis methods. This simplicity ensures diverse stakeholders, from government officials to civil society organizations, can easily understand and trust the results.
4. **Objectivity and Replicability:** The methodology minimizes subjectivity and ensures consistent results when replicated. This objectivity is crucial for maintaining the index's credibility over time and across different contexts.
5. **Impartiality:** An independent third party with relevant expertise oversees the implementation of the ITI, ensuring unbiased assessment and reporting.
6. **Periodicity:** Regular evaluations, preferably conducted annually, allow for tracking progress and improvements in transparency over time. This periodic nature encourages continuous enhancement of transparency practices.
7. **Accuracy and Specificity:** The ITI relies on primary sources of information and avoids data reuse across indicators. This approach ensures that each aspect of transparency is assessed independently and accurately.
8. **Adaptability:** The ITI is designed to evolve, accommodating an increasing number of assessed entities and undergoing periodic reviews to maintain its relevance and effectiveness.
9. **Constructiveness:** By facilitating comparisons and monitoring changes over time, the ITI promotes stakeholder collaboration and continuous improvement in transparency practices.

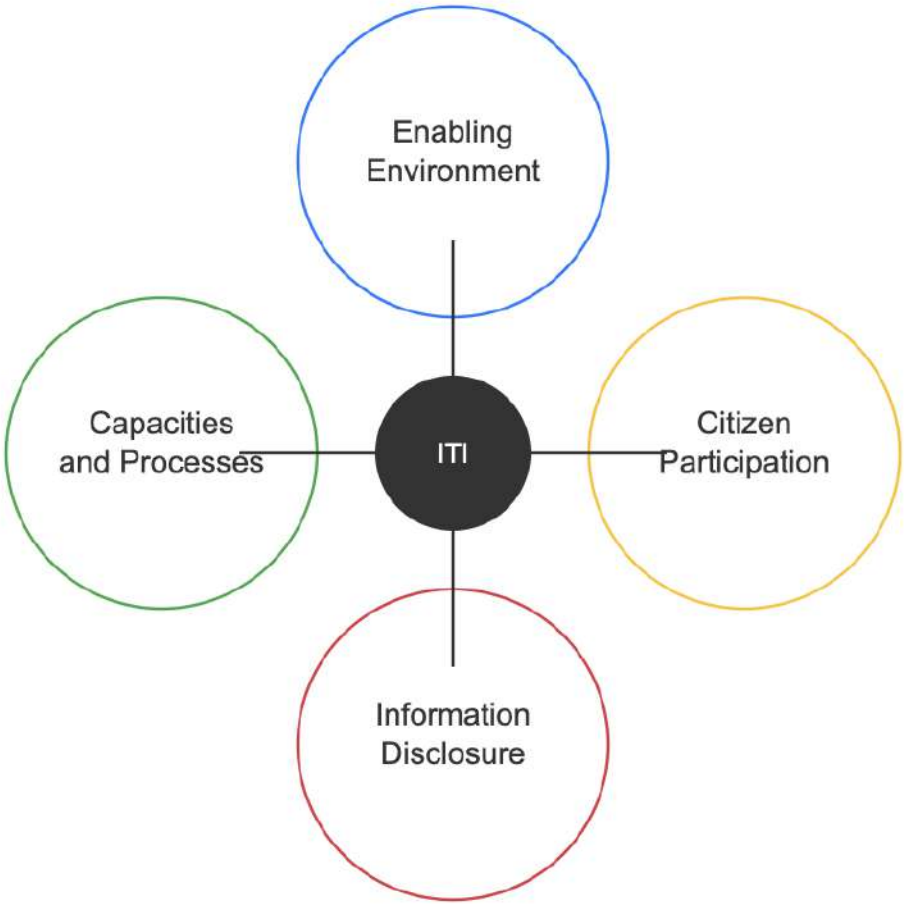
The strength of the ITI lies in its balanced approach to measurement and improvement. A standardized yet adaptable tool enables both internal progress tracking and international benchmarking. This dual focus is a powerful motivator for enhancing transparency practices across the infrastructure sector.

However, it's important to note that the ultimate impact of the ITI depends on how decision-makers use the results. The ITI results provide evidence and insights, but the responsibility to translate the recommendations into concrete actions and policy reforms is bestowed upon the stakeholders. As such, the ITI catalyses change, offering a clear picture of where improvements are needed and providing a roadmap for enhancing transparency in public infrastructure projects.

1.5 ITI structure and content

The Infrastructure Transparency Index is built on a comprehensive framework designed to capture the multifaceted nature of transparency in public infrastructure projects. Its structure allows for detailed analysis and high-level understanding, providing a holistic view of transparency practices.

The ITI is organised around four key dimensions:



1. **Enabling environment:** This dimension examines the national conditions that support transparency, focusing on regulatory frameworks and digital tools. It provides a snapshot of the overall climate for transparency in the infrastructure sector.
2. **Capacities and processes:** Here, the ITI evaluates the internal workings of procuring entities, assessing their procedures and capabilities for managing and disclosing information.
3. **Citizen participation:** This dimension measures the opportunities for public engagement and how effectively citizens can use the disclosed information. It recognizes the crucial role of public involvement in ensuring transparency.
4. **Information disclosure:** This dimension assesses the quantity and quality of project data disclosed by procuring entities for specific projects, measuring the practical output of transparency efforts.

Each of the four dimensions is divided into a series of components to allow for their comprehensive evaluation. The result is a four-level hierarchy, where the dimensions are determined by variables, which are, in turn, shaped by sub-variables, which are derived from indicators (see Figure 1).

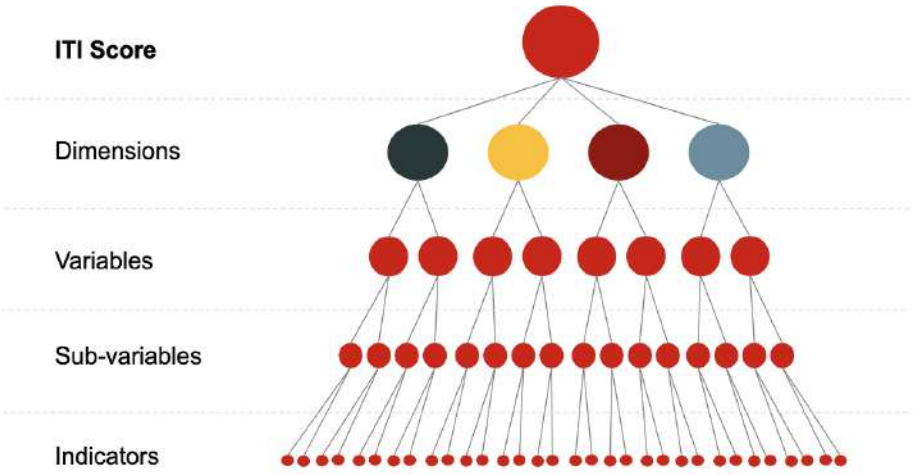


Figure 1: ITI Hierarchy

All the indicators are individually evaluated and scored. A set of weighted indicator scores gives a sub-variable score; a set of weighted sub-variable scores gives a variable score; and a set of weighted variable scores provides a dimension with the score. A national or sub-national ITI score is finally obtained from the weighted sum of the four-dimension scores.

Dimension 1: Enabling environment

Assesses national or sub-national conditions enabling transparency for the infrastructure sector considering the regulatory framework and centralised digital tools. It has one variable, three sub-variables, and 12 indicators. The complete list of indicators is provided in Annex 1. The variable and sub-variables of the dimension are:

- Legal framework and digital tools
    - Regulatory framework for public access to information
    - Transparency standards in the public infrastructure sector
    - National digital information tools.

All indicators of this dimension apply at the national or sub-national level and are measured once at the country or local level, irrespective of the number of procuring entities selected for the evaluation. Its results provide feedback to strengthen the national or sub-national environment, not processes within institutions. The score for the dimension is obtained through the weighted sum of the underlying indicators.

The indicators in this dimension are evaluated using information from online sources such as websites containing national regulatory frameworks and information linked to the sector, particularly those focused on transparency, public procurement, public infrastructure, and public finances.

Dimension 2: Capacities and processes

Assesses the soundness of procuring entities' procedures and capacities to disclose data and information. It has two variables, five sub-variables, and 25 indicators. The complete list of indicators is provided in Annex 1. The variables and sub-variables of the dimension are:

- Institutional capacities
    - Basic knowledge
    - Digital capacities
- Institutional processes
    - Procedures to Disclose Information
    - Enablers and barriers to the disclosure of information
    - Control over infrastructure project disclosure.

All the indicators of this dimension evaluate procuring entities, not national or subnational conditions. The indicators are assessed once in the selected procuring entities. The dimension results offer feedback to strengthen capacities and processes at the PE level. The dimension score is obtained through the weighted sums of the underlying indicators for each PE.

The data required to evaluate this indicator from this dimension are captured by a self-assessment survey administered by a selected government officer at each procuring entity through either self-assessment or interview.

Dimension 3: Citizen participation

Assesses the opportunities PEs provide for citizen participation and how citizens can use the disclosed public information. It has one variable, two sub-variables, and 12 indicators. The complete list of indicators is provided in Annex 1. The variable and sub-variables of the dimension are:

- Participation practices
    - Participation opportunities
    - Use of information by citizens.

All the indicators of this dimension evaluate PEs. The indicators are evaluated once for each of the selected PEs. The results from this dimension offer feedback to strengthen a PE citizen's participation practices. The score for this dimension is obtained through the weighted sums of the underlying indicators for each PE.

The data required to evaluate the indicators from this dimension are captured by a survey (the same as for dimension 2) that a selected government officer at each PE must undertake through either self-assessment or interview.

Dimension 4: Information disclosure

Dimension 4 assesses the amount of project data and information disclosed by the PEs according to the CoST Infrastructure Data Standard or the Open Contracting for Infrastructure Data Standard. It has one variable, six sub-variables, and 44 indicators. The complete list of indicators is provided in Annex 1. The variable and sub-variables of the dimension are:

- Disclosure practices
    - Project identification
    - Project preparation
    - Construction contract procurement
    - Supervision contract procurement
    - Construction contract implementation
    - Supervision contract implementation

All indicators of this dimension evaluate the infrastructure projects developed by each PE. The dimension results offer feedback to the selected PEs to strengthen their information disclosure. The overall dimension score is obtained by averaging the weighted sum of the underlying indicators for each project.

The indices in this dimension are evaluated using information from online sources, such as websites containing data on public infrastructure projects and public procurement and other websites showing information linked to these evaluation objects.

1.6 ITI quality assurance approach

While each dimension has its unique assessment approach, several overarching quality assurance principles are applied throughout the evaluation process:

1. Multiple evaluator system: At least two independent evaluators assess each indicator for dimensions relying on desktop research (Enabling Environment and Information Disclosure). This system minimises individual bias and ensures consistency.

2. Conflict resolution: In cases of disagreement between evaluators, a third evaluator is brought in to resolve discrepancies, ensuring a fair and balanced assessment.
3. Evidence-based evaluation: The evaluators provide evidence supporting their assessments, enhancing the credibility and traceability of the results.
4. Contextual adaptation: While maintaining a standardised core, the evaluation process allows for some flexibility to accommodate local context and data availability.

Unique aspects of dimension 2 and 3 evaluations:

The survey-based approach for two dimensions, Capacities and Processes and Citizen Participation dimensions, incorporates additional quality control measures:

1. Official endorsement: The procuring entity officially appoints and endorses the responding Officer, ensuring institutional backing for the provided information.
2. Expertise requirement: The designated Officer must have comprehensive knowledge of the entity's transparency practices and infrastructure projects.
3. Evaluation team review: The evaluation team critically reviews survey responses, cross-referencing with available evidence and potentially adjusting scores to ensure accuracy and consistency across entities.

Chapter 2 | Methodology

2.1 Data collection and evaluation process

The Infrastructure Transparency Index (ITI) employs a **rigorous and multi-faceted mixed methods approach** to comprehensively assess transparency within procuring entities (PEs) in Uganda. This methodology strategically combines **desktop research** and **targeted expert surveys**, leveraging the strengths of both quantitative and qualitative data collection to provide a nuanced and robust evaluation of public infrastructure governance. This dual approach ensures a **holistic understanding**, moving beyond surface-level observations to delve into the operational realities and perceptions of transparency within Uganda's public procurement landscape.

Methodology Overview:

The ITI methodology is structured around two complementary pillars:

1. **Desktop Research: Verifying Institutional Frameworks and Disclosure Practices**
    - **Focus:** Primarily Dimensions 1 (Enabling Environment) and 4 (Information Disclosure), with potential insights into other dimensions where publicly available data exists.
    - **Purpose:** To systematically validate the existence and accessibility of institutional frameworks, policies, legal mandates, and actual information disclosure practices related to infrastructure procurement. This method leverages verifiable digital data to establish a baseline understanding of the formal transparency landscape.
2. **Expert Survey: Capturing Qualitative Insights on Operational Transparency and Perceptions**
    - **Focus:** Primarily Dimensions 2 (Institutional Capacity) and 3 (Citizen Participation), and to enrich the understanding of all dimensions with contextual insights.
    - **Purpose:** To gather in-depth qualitative data on the practical implementation of transparency policies, PE workflows, stakeholder engagement mechanisms, and the perceived challenges and opportunities for enhancing transparency. Expert surveys provide crucial insights into the "on-the-ground" realities and complement the formal picture gleaned from desktop research.

Desktop Research Framework: A Hierarchical Approach to Data Acquisition

The desktop research framework is designed as a hierarchical system, prioritizing data sources based on their official status, comprehensiveness, and direct relevance to public procurement. This structured approach ensures efficient data extraction and minimizes redundancy.

Primary Data Sources (in hierarchical order of priority and reliability):

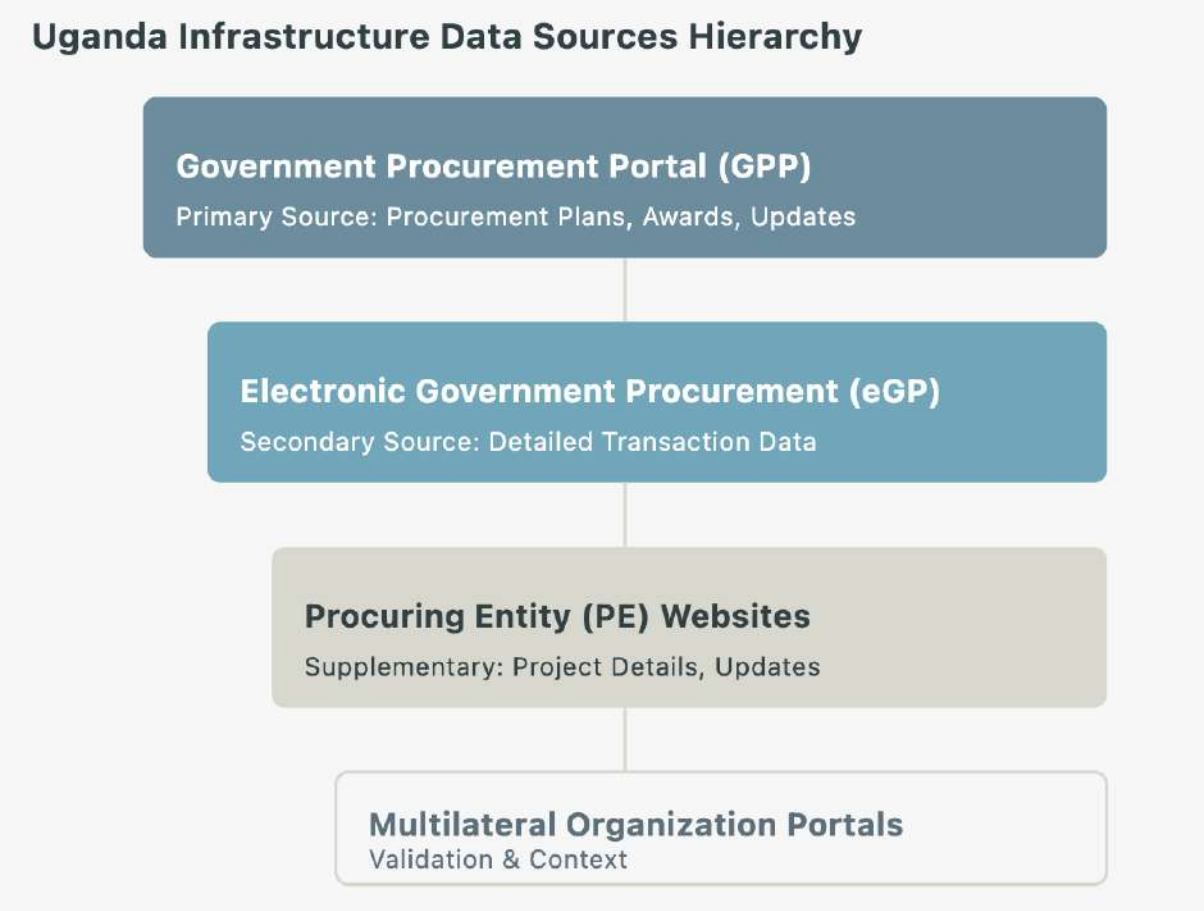


Figure 2 Procurement Data Sources

1. **Government Procurement Portal (GPP):** Designated as the **primary and authoritative hub** for public procurement information in Uganda. This portal serves as the first point of reference for:
    - Procurement Plans (annual and project-specific)
    - Contract Awards (details of awarded contracts, including values and suppliers)
    - Project Updates (progress reports, key milestones, and completion status – where available)

- Relevant Policy Documents and Legal Frameworks related to procurement.

2. **Electronic Government Procurement (eGP) System:** Recognized as the **secondary, more detailed source** for transactional procurement data. The eGP system is consulted to access:
    - Bid Documents (Requests for Proposals, Invitations to Bid)
    - Evaluation Reports (summaries or full reports of bid evaluations)
    - Compliance Metrics (data on adherence to procurement regulations and timelines)
    - Potentially more granular contract details not fully captured on the GPP.
3. **Procuring Entity (PE) Websites:** Utilized as **supplementary and corroborative sources** to enhance and cross-verify information obtained from central portals. PE websites are examined for:
    - Project-Specific Progress Reports and Updates (potentially more detailed than central portals)
    - Budget Execution Reports and Financial Disclosures related to infrastructure projects
    - Announcements of Public Consultations and Stakeholder Engagement Activities
    - Contact Information for transparency focal points and relevant departments.
4. **Multilateral Organization Portals (e.g., World Bank, African Development Bank - AfDB):** Employed for **validation and contextualization** of project financing and implementation benchmarks, particularly for projects supported by international development partners. These portals provide:
    - Project Appraisal Documents and Financing Agreements
    - Independent Project Monitoring and Evaluation Reports
    - Safeguards and Environmental Compliance Documentation
    - Information on the best international practices and benchmarks in infrastructure governance.

Supplementary Data Sources:

To provide a richer contextual understanding and triangulate findings, desktop research also incorporates:

- **Regulatory Bodies (e.g., Public Procurement and Disposal of Public Assets Authority - PPDA, Auditor General's Office):** Reports, policy guidelines, and audit findings from these bodies provide crucial insights into the regulatory environment, compliance levels, and systemic issues within public procurement.
- **Ministry Annual Reports and Parliamentary Oversight Documents:** These sources offer broader policy context, sector-specific information, and insights into parliamentary scrutiny of infrastructure projects and government accountability mechanisms.
- **Civil Society Organization (CSO) Reports and Media Reports:** While used cautiously and triangulated with official sources, these can provide valuable perspectives on public perceptions of transparency and identify potential areas of concern.

Data Collection Methods by Dimension

Figure 3 Dimensions of Public Engagement

Strengths and Limitations

Strengths:

- Credibility: Multi-source validation minimizes bias.
- Comprehensiveness: Covers formal policies (desktop) and operational realities (survey).
- Adaptability: Hierarchical sourcing prioritizes authoritative platforms.

Limitations:

- Digital Bias: Excludes non-digital efforts (e.g., community noticeboards, radio announcements).
- Resource Intensity: Manual screening required due to inconsistent data categorization.

Procuring entity survey

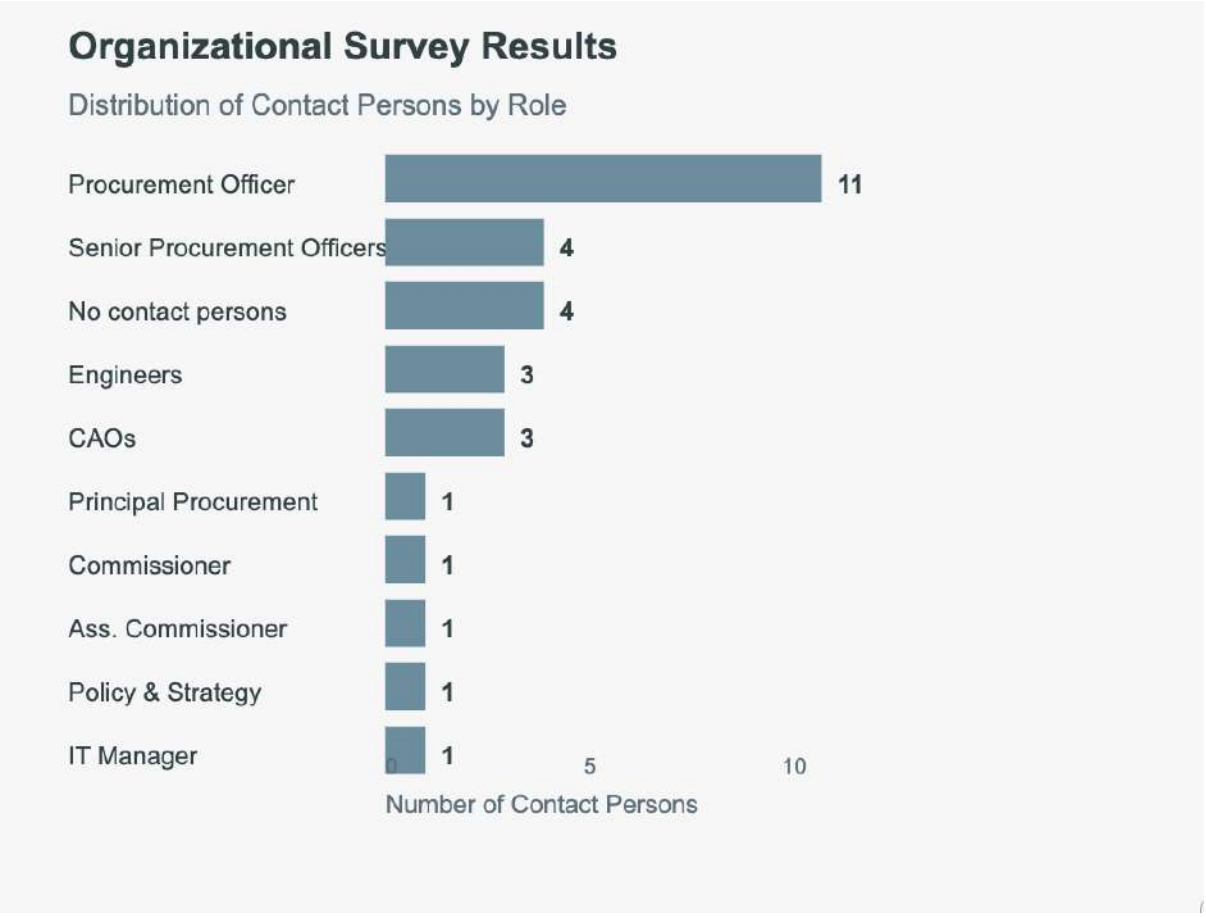


Figure 4 Distribution of Contact Persons by Role

1. Current Role Distribution Imbalance

The survey reveals a systemic over-reliance on procurement personnel for transparency oversight, with Procurement Officers constituting 11 out of 30 roles (37% of total positions). In stark contrast:

- Engineers and Chief Administrative Officers (CAOs): Only 3 representatives each.
- Specialized roles (e.g., IT Managers, Policy & Strategy Officers): 1 representative each.
- 4 entities lack designated contact persons entirely, violating Uganda's *Access to Information Act* requirements.

2. Risks of Over-Centralization in Procurement Roles

While procurement officers excel in managing tender data, their narrow focus creates critical gaps:

- Limited access to lifecycle data: Procurement teams often lack visibility into post-award project stages (e.g., construction quality, budget execution).

- Operational silos: Technical experts (Engineers) and administrative leaders (CAOs) are excluded from transparency workflows, hindering cross-functional accountability.

3. Emerging Best Practices
A minority of entities demonstrate progress by integrating roles such as IT Managers (data systems oversight) and Policy & Strategy Officers (compliance frameworks). These cases highlight the potential for holistic transparency when expertise spans procurement, technical, and governance domains.

Data collection period

The data collection process comprised two key phases:

1. **Procuring Entity Survey (April 15–30, 2024):** Selected entities were invited to complete self-assessment forms evaluating their transparency practices, institutional capacities, procurement processes, and citizen engagement initiatives.

2. **Infrastructure Project Evaluation (May 1–28, 2024):** A dedicated evaluation team analyzed a representative sample of infrastructure projects, drawing on publicly available documentation to assess compliance, transparency, and stakeholder communication.

To accommodate delays in responses from entity representatives, submission deadlines for the survey were extended beyond the original timeframe. This adaptive approach enhanced participation rates, yielding a higher volume of completed assessments and strengthening the overall integrity of the dataset for subsequent analysis.

Study period

The evaluation focused on infrastructure projects initiated and completed between 2019 and 2024, encompassing a five-year timeframe aligned with Uganda's accelerated infrastructure development agenda. This temporal scope allowed for the inclusion of both concluded projects (to assess long-term transparency outcomes) and ongoing/recently completed initiatives (to evaluate contemporary practices). By capturing this evolution, the analysis provides a longitudinal perspective on how transparency mechanisms, stakeholder engagement, and accountability frameworks have matured within Uganda's infrastructure sector over time.

Methodological flexibility in selecting projects across the five-year window ensured a balanced representation of diverse timelines and phases, thereby strengthening the robustness of the analysis.

2.2 Procuring Entities Sample

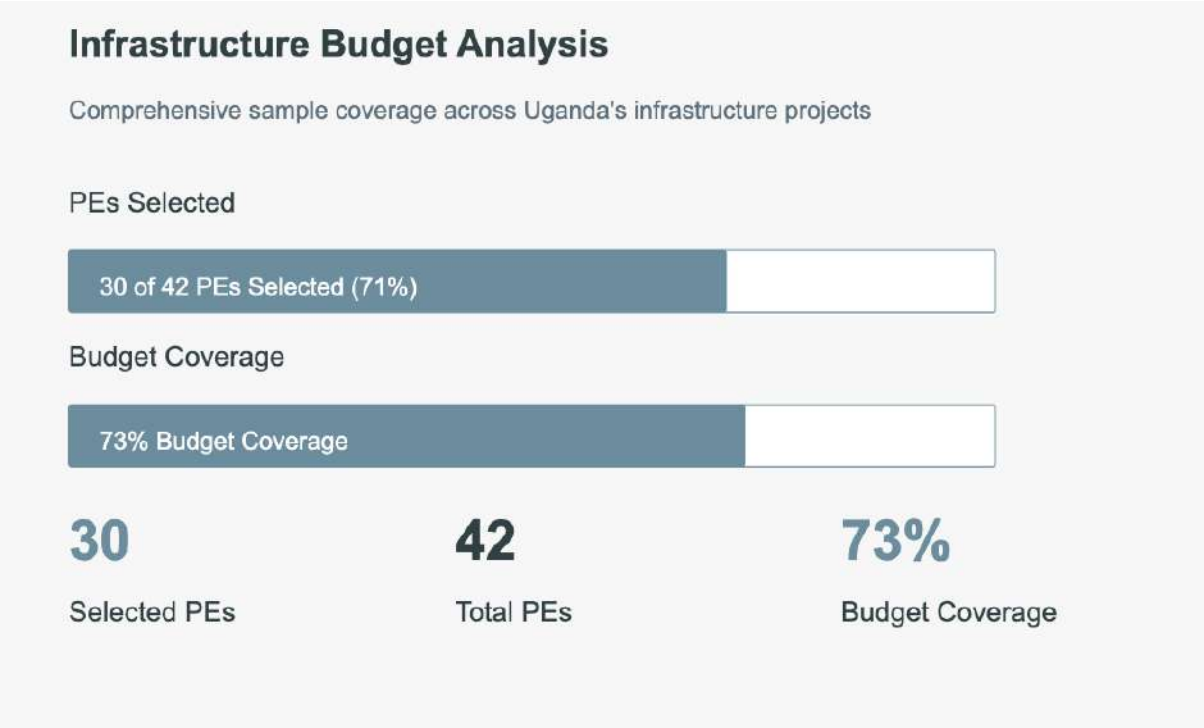


Figure 5 Infrastructure Budget Analysis

The ITI evaluation employed a rigorous, data-driven approach to select Procuring Entities (PEs), ensuring representative sector coverage and comprehensive budget representation across Uganda's infrastructure landscape.

Key Selection Criteria

1. Budget Allocation Priority: Entities with the highest infrastructure budget allocations were prioritized to maximize fiscal impact.
2. Sector Diversity: Coverage spanned 12 sectors, including transport, health, education, water, and energy.
3. Data Sources:
    - Primary Platforms: Government Procurement Portal (GPP), Electronic Government Procurement (EGP) system, and PE websites.
    - Validation: Cross-referenced with data from multilateral financing banks to ensure accuracy.

Sample Composition

- Pool of Candidates: 42 PEs identified across sectors using procurement plans, budget reports, and sector-specific data.
- Final Sample: 30 PEs selected, representing 71% of total entities and 73% of Uganda's infrastructure budget (2023–2024).
- Longitudinal Tracking: 10 PEs from the first ITI edition were retained to benchmark progress in transparency practices over time.

Strategic Outcomes

- High Budget Coverage: By focusing on high-budget entities, the sample captured projects with significant public expenditure and socio-economic impact.
- Sectoral Breadth: Inclusion of diverse sectors enabled comparative analysis of transparency practices in critical areas like healthcare (e.g., hospital construction) and energy (e.g., rural electrification).
- Methodological Rigor: Integration of multi-source data (GPP, EGP, multilateral banks) minimized selection bias and enhanced dataset reliability.

This approach ensured the ITI findings are actionable for policymakers, highlighting sector-specific gaps and opportunities to strengthen Uganda's infrastructure governance framework. A detailed breakdown of projects by sector and budget is provided in Appendix 3A.

2.3 Infrastructure project sample

To ensure a **representative evaluation** of transparency practices, the second ITI evaluation in Uganda used a **stratified sampling framework** across 30 Procuring Entities (PEs). This approach captured the diversity of Uganda's infrastructure by selecting projects based on variations in **scale, sector, geography, and lifecycle stage.** This provided a comprehensive understanding of transparency in different project contexts.

Sampling Framework

The project sampling framework followed a structured process:

1. Initial Pool Identification: Comprehensive Project Inventory
    a. Data Sources: Data was extracted from:
        i. Government Procurement Portal (GPP): Yielding 447 infrastructure projects (2019-2024). This timeframe aligned with the National Development Plan.

ii. PE Submissions: Self-assessment forms and interviews with PEs identified active and completed projects, ensuring inclusivity, especially at decentralized levels.

2. Final Selection Criteria: Prioritizing Diversity and Balance

For each PE, two projects were prioritized using these criteria:

- Budget Size Diversity: Included both small-scale (e.g., community clinics) and large-scale projects (e.g., national highways) to assess financial transparency across different investment levels.
- Sectoral Breadth: Covered key sectors: transport, health, education, energy, water, and sanitation, reflecting national priorities.
- Completion Status Spectrum: Focused on projects in advanced implementation or recently completed stages to evaluate transparency across the project lifecycle, from implementation to closure.
- Geographical Coverage Balance: Selected projects across Uganda's regions (Northern, Central, Eastern) to identify regional variations.
- Random Sampling & Sectoral Quotas: For PEs with fewer high-value projects, a second project was randomly selected. Sectoral quotas were maintained to ensure balanced sector representation.

Data Validation: Ensuring Accuracy

- Primary Platform Verification: Data from GPP, eGP, and PE websites (procurement plans, tender notices, compliance metrics, progress reports) was cross verified for consistency.
- Third-Party Multilateral Verification: Project data, especially for internationally funded projects, was cross-referenced with portals of organizations like the World Bank and AfDB.

Sample Composition: Representative Overview

The sampling process resulted in a representative sample:

- Time Frame Alignment: Projects were initiated/completed 2019-2024, aligning with Uganda's infrastructure development surge.
- Final Sample: 58 projects (30 PEs). While aiming for 60, data constraints led to some PEs contributing one project.

- Representativeness: The sample covers 73% of sampled PEs' project portfolios (by budget value), ensuring strong analytical robustness.
- Sectoral Balance: Maintained sectoral balance: Transport (35%), energy (25%), health (15%), water (15%), education (10%).

This project sampling methodology ensures actionable findings for policymakers and provides a representative transparency assessment across Uganda's infrastructure. It highlights sector-specific gaps and regional inequities to inform targeted interventions. See Appendix 3B for a detailed breakdown.

2.4 Procuring entities interaction protocol

The engagement with PEs throughout the ITI evaluation process followed a structured and an interactive approach to ensure complete data collection and maintain open lines of communication. An interaction protocol was designed to guide PEs through the assessment process, provide support and clarification, and handle any challenges that could arise.

The process consisted of the following key stages

Figure 6 Procuring Entities Interaction Protocol

Non-Responsive Procuring Entities

Despite repeated correspondence, deadline extensions, and multiple communication methods (emails, phone calls, and official letters), 11 procuring entities failed to complete their survey forms during the data collection period. These entities are:

Table 1 Non-Responsive Procuring Entities

No.	Entity Name	Type
1	Ministry of Water and Environment	Central Government
2	Ministry of Local Government	Central Government
3	Ministry of Trade, Industry and Cooperatives	Central Government
4	Ministry of Education and Sports	Central Government
5	Ministry of Health	Central Government
6	Uganda Electricity Distribution Company Ltd	Central Government
7	Uganda Electricity Generation Company Ltd	Central Government
8	National Social Security Fund	Central Government
9	Makerere University	Central Government
10	Kamuli District Local Government	Local Government
11	Pakwach District Local Government	Local Government

Delays, bureaucratic hurdles, and low awareness significantly degraded the quality of information and implementation efficiency across the infrastructure sector.

Table 2 Root Causes of Non-Responsiveness

Category	Responses	Impact
Interest & Prioritization	"Too busy," "Sick," "On leave"	Delayed data collection, stalled projects
Permission & Bureaucracy	"Need approval," "Awaiting sanction"	Decision-making bottlenecks
Denials & Fear	"Sensitive info," "No response"	Poor transparency, communication breakdowns
Awareness about CoST	"Don't know CoST," "What is this?"	Reduced program engagement and effectiveness

Despite repeated outreach (emails, phone calls, official letters) and two deadline extensions, 11 Procuring Entities (PEs) failed to submit survey forms, undermining data completeness and sector-wide transparency.

Strategic Implications

1. Operational Inefficiency: Bureaucratic delays (e.g., approval chains) prolong project timelines and inflate costs.
2. Accountability Deficits: Non-compliance by key ministries (e.g., Health, Education) risks mismanagement of critical public funds.
3. Transparency Erosion: Fear of disclosing "sensitive" data undermines Uganda's Open Contracting Partnership commitments.

2.5 Challenges and limitations

The ITI evaluation in Uganda encountered systemic challenges that reflect broader institutional and operational barriers to transparency. These limitations underscore critical gaps in data governance, institutional capacity, and stakeholder engagement. Below is a structured analysis of key challenges and their implications:

1. Data Management Deficiencies

- Incomplete GPP Registration: 35% of sampled entities were unregistered on the Government Procurement Portal (GPP), skewing the sample toward registered entities and excluding critical stakeholders.
- Mixed Project Data: Infrastructure contracts were conflated with non-infrastructure procurements (e.g., catering, office supplies), requiring 120+ hours of manual data screening.
- Non-Standardized Disclosures: Only 40% of projects aligned with the Infrastructure Data Standard (IDS) or Open Contracting for Infrastructure Data Standard (OC4IDS), limiting cross-project comparability.

Impact: Biased sampling, reduced data accuracy, and inefficiencies in analysis.

2. Institutional Engagement Barriers

- Low Responsiveness: 11 of 30 entities ignored repeated outreach (emails, calls), citing bureaucratic delays (e.g., "awaiting approval") or disinterest ("too busy").
- Negative Perceptions: Some officials viewed transparency as burdensome, with remarks like, *"I'm filling this out because you are insisting."*
- Inactive Communication Channels: 25% of institutional email accounts bounced messages, forcing reliance on personal emails and risking data leaks.

Impact: Delayed timelines, incomplete datasets, and compromised institutional accountability.

3. Capacity and Awareness Gaps

- Limited Understanding of Standards: 60% of contact persons required guidance to interpret survey questions, with only 15% familiar with CoST principles.
- Role Misalignment: 20% of respondents were not project managers, lacking access to evidence (e.g., contract amendments, audit reports).

Impact: Superficial responses, unreliable self-assessment data, and undervalued transparency metrics.

4. Operational and Timing Constraints

- Bureaucratic Hurdles: Multi-layered approval processes delayed submissions by 4–6 weeks.
- ITI Timing: Conducted during Q3/Q4 of Uganda's fiscal year, when 80% of entities prioritize budget execution over compliance tasks.

Impact: Rushed submissions, lower response quality, and missed deadlines.

While these challenges highlight systemic vulnerabilities, they also provide a roadmap for institutional reform. Addressing data governance, capacity gaps, and bureaucratic inefficiencies will strengthen Uganda's ability to deliver transparent, accountable infrastructure projects.

Chapter 3 | Results

3.1 National ITI score

Uganda's National Infrastructure Transparency Index (ITI) score for 2024 stands at 32.26%, reflecting an improvement from the 2021 score of 20.8%. While this progress signals steps towards greater transparency, significant room for enhancement remains. The ITI evaluates transparency across four dimensions: enabling environment, capacities and processes, citizen participation, and information disclosure. Each dimension contributes to the weighted national score, highlighting areas of progress and persistent gaps.

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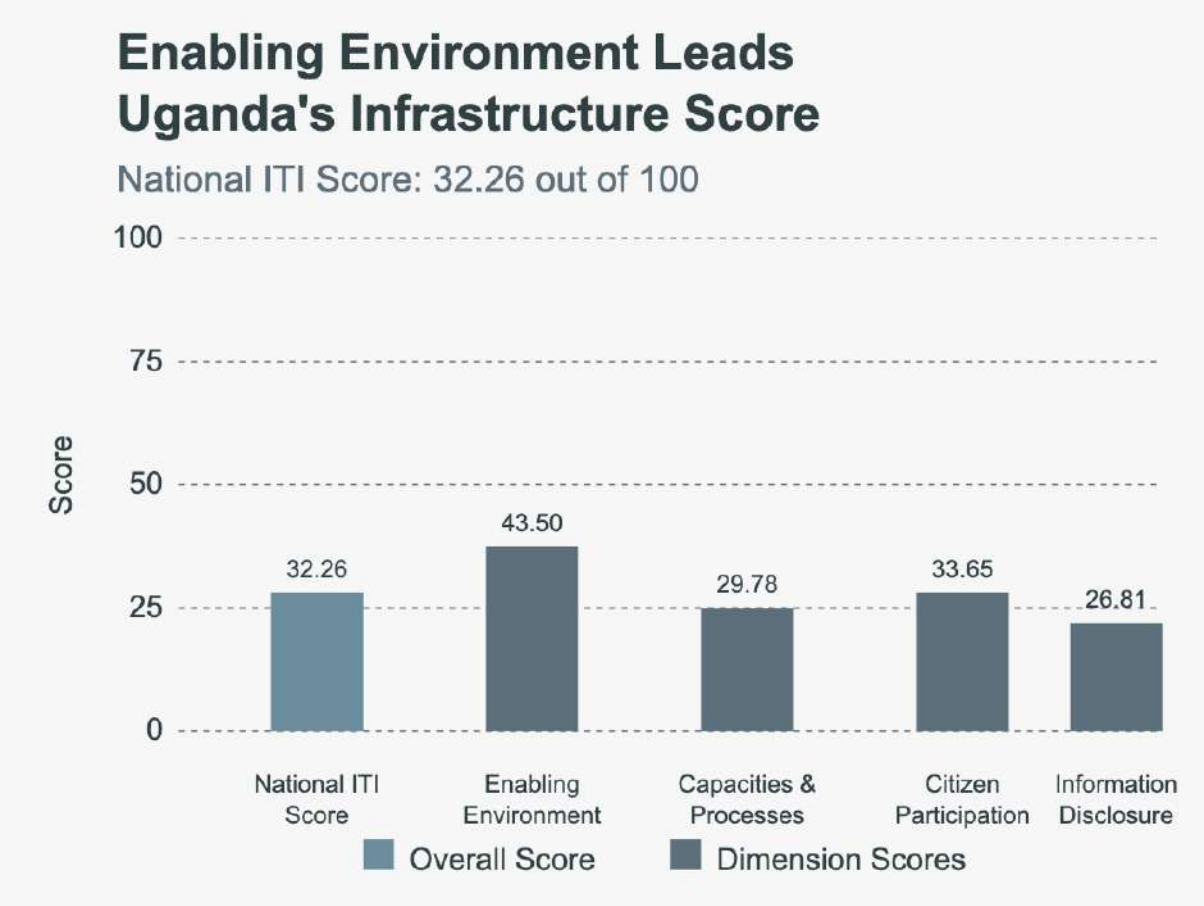


Figure 7 National ITI Scores for 2024

The **figure above** provides a clear breakdown of Uganda's National ITI score for 2024, categorized by the four key dimensions. The national ITI score of **32.26%** reflects steady progress, rising from **20.8%** in 2021—an **11% improvement**.

- **Enabling Environment** leads with a score of **43.50%**, reflecting Uganda's progress in establishing a supportive regulatory framework and digital infrastructure.
- **Citizen Participation** follows at **33.65%**, showcasing growing citizen involvement in infrastructure governance.

- **Capacities and Processes** improved to **29.78%**, indicating better institutional practices but leaving room for further growth.
- **Information Disclosure** remains the weakest dimension at **26.81%**, signaling persistent challenges in making project-related data accessible and complete.

This breakdown highlights Uganda's strengths in fostering an enabling environment and engaging citizens, while emphasizing the critical need to strengthen information disclosure and oversight of project implementation processes.

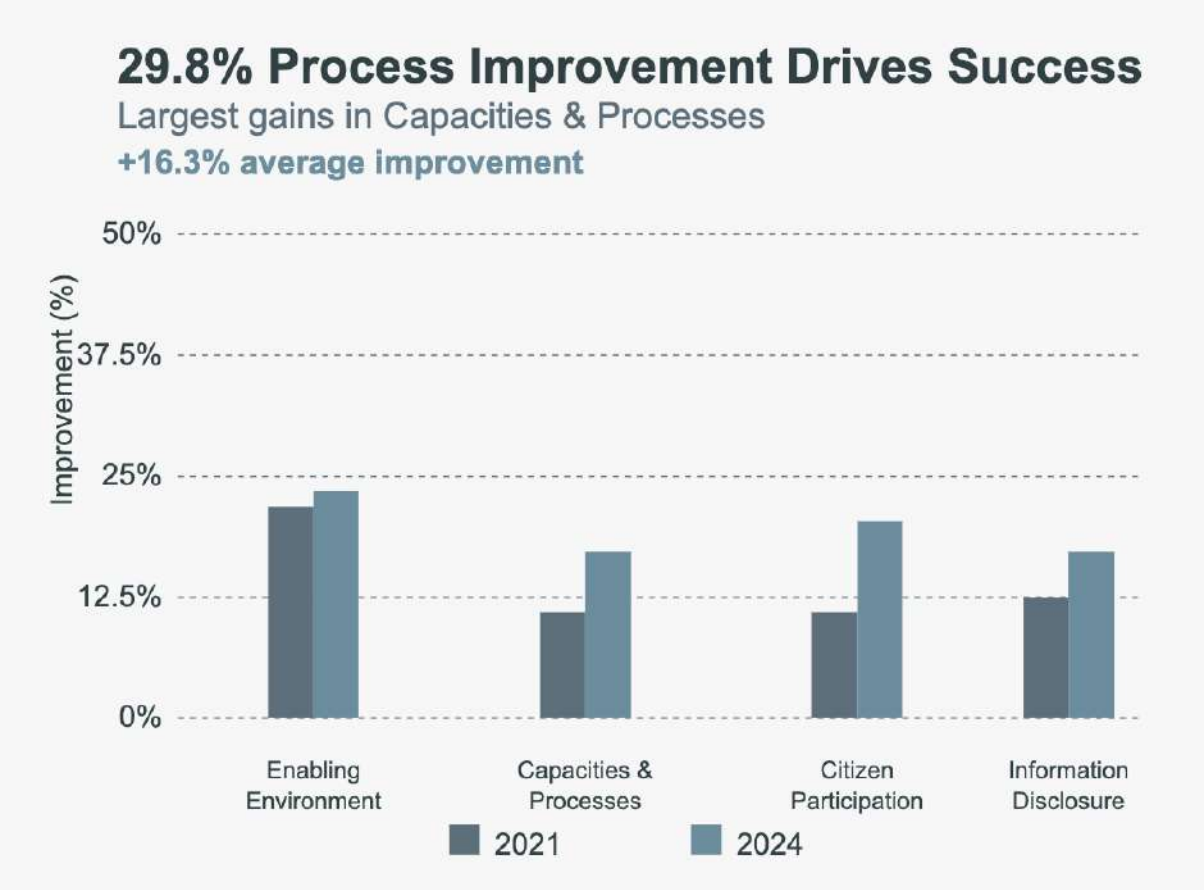


Figure 8 Improvements across four Dimensions

The data clearly show significant progress in entity performance between 2021 and 2024, with notable improvements across all key dimensions. The most significant gains were achieved in Capacities & Processes (rising from 13.5% to 29.78%) and Citizen Participation (from 13.8% to 33.65%), demonstrating a positive shift in how entities manage and disclose information and engage with citizens, which signals a commitment to greater accountability and transparency.

However, the slow pace of progress in Information Disclosure, which is the weakest dimension, reveals persistent challenges in making project-related data accessible and complete, and this must be addressed urgently. Prioritizing the strengthening of Information Disclosure is vital to ensure overall progress is balanced and sustainable. The enabling

environment dimension, assessing the legal and regulatory framework for transparency, achieved the top score of 43.50% which suggests a strong regulatory foundation, but implementation remains a hurdle. This improvement, while encouraging, emphasizes the urgent need for intensified capacity-building initiatives, better digital tools, and standardized practices. The lower scores within the other dimensions highlight the challenges entities across the board face in translating established policies into practical and effective practices. While these improvements are important, the 2024 national ITI score underscores that more intensive work is urgently needed to reach optimal levels of transparency.

Figure 9. Transparency Dimension Gap Analysis (2021 vs 2024)

International comparison

To contextualise Uganda's performance, the ITI 2024 Uganda Report also includes an international comparison, benchmarking Uganda's ITI scores against those of other countries. This comparison provides valuable insights into Uganda's relative progress and highlights areas where Uganda can learn from international best practices and replicate such best practices to improve its transparency processes. The figure below summarizes the performance of different countries that have also implemented the ITI tool as of July 2024.

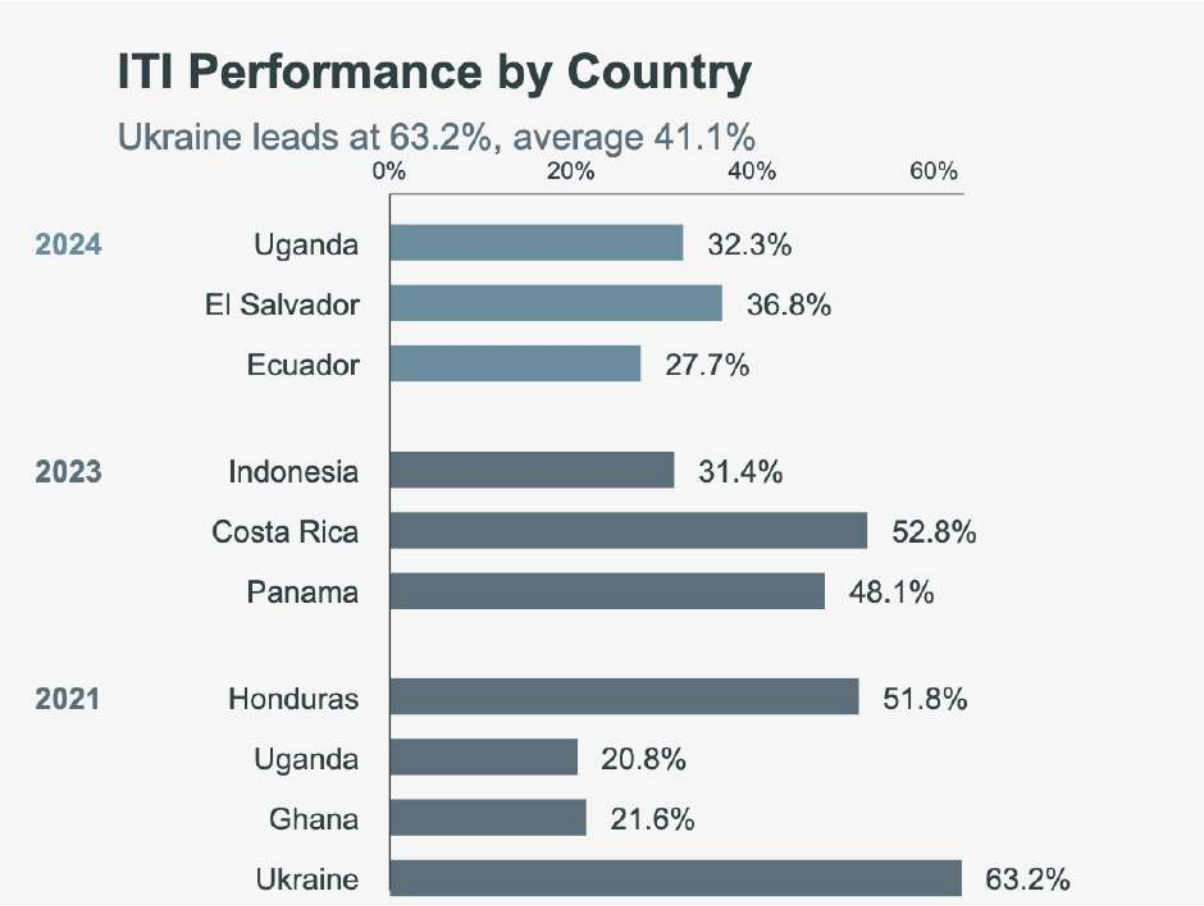


Figure 10 ITI Cross country Comparison

The data reveals that Uganda has made demonstrable progress in its National ITI scores from 2021 to 2024, increasing from a concerning 20.84 to 32.26%. This substantial upward trend signals significant advancements in transparency within the country's infrastructure sector. However, Uganda's efforts, while noteworthy, need to be increased. The data clearly shows that Uganda lags behind several other nations, such as Ukraine, Costa Rica, and Honduras, which have consistently achieved higher ITI scores. This gap underscores the urgent need for Uganda to accelerate and intensify its efforts to enhance transparency practices in order to compete effectively with countries achieving superior performance in the ITI. Uganda has made some progress, but it must embrace a new level of commitment and action to close this significant performance gap.

3.2 Dimensions score analysis

The different dimensions of the ITI performance were fairly distributed across the board as summarised below.

Figure 11 Second ITI Score on Key Dimensions

The figure above indicates that the Enabling Environment scores highest at 43.50%, suggesting existing gaps within the policy framework for transparency. Citizen Participation follows at 33.65%, reflecting moderate public engagement. Lower scores in Capacities and Processes (29.78%) and Information Disclosure (26.81%) highlight areas where practical implementation and data transparency still face significant challenges. Addressing these gaps will be key to maximizing the impact of existing policies. The details are discussed below.

Enabling environment

The enabling environment dimension of the ITI assesses the legal, regulatory, and policy framework that underpins transparency in the infrastructure sector, along with the national websites or platforms that present infrastructure data to the public. A strong enabling environment is critical for creating the conditions and incentives for procuring entities to implement transparent practices and for citizens to engage in infrastructure development.

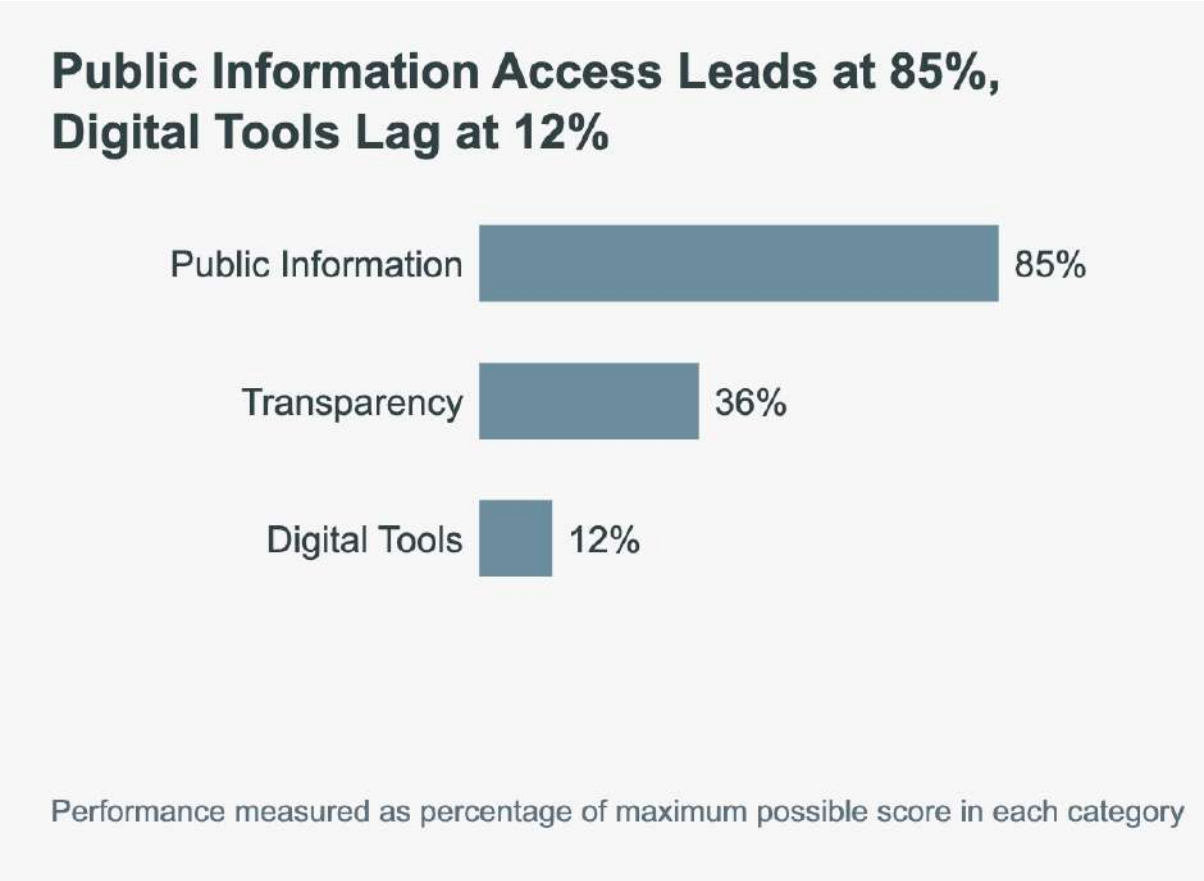


Figure 12 Enabling Environment Sub-Variables

The data from the Enabling Environment assessment reveals a significant inconsistency. While Uganda has established strong legal foundations for transparency, scoring 85% in Access to Public Information Regulatory Framework, the actual implementation lags significantly behind. The Transparency Standards in Public Infrastructure score is only at 36%, and National Digital Information Tools usage is at a critically low 12%. This data highlights that robust laws do not guarantee practical transparency. The major weakness is found in translating the existing legal framework into practical and accessible mechanisms such as, effective digital platforms and clear standards which, are absent in Uganda...

Capacities and processes

The capacities and processes dimension of the ITI assesses the ability of procuring entities to implement transparency practices effectively in the infrastructure sector. This dimension examines the institutional arrangements, skills, and procedures that enable procuring entities to disclose project information and engage with citizens throughout the project lifecycle.

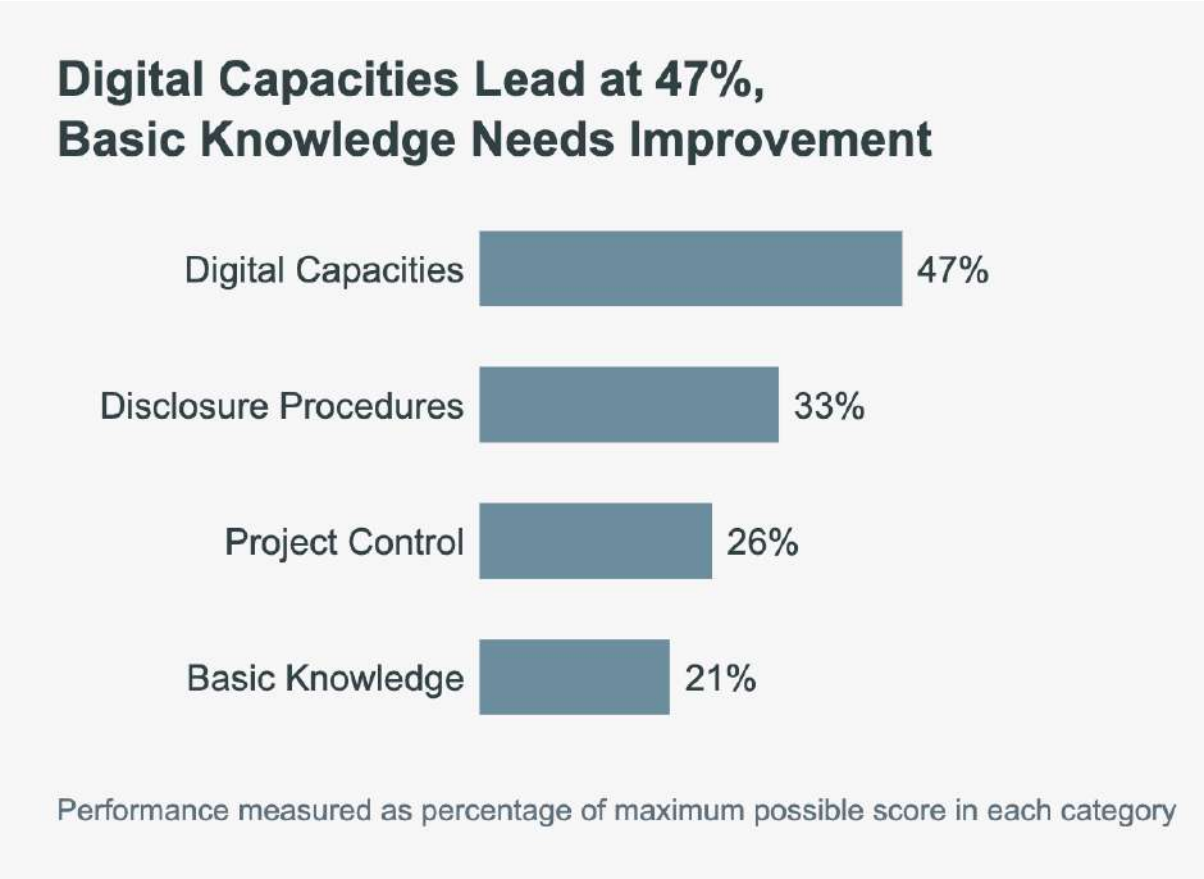


Figure 13 Capacities and Processes Sub-Variables Performance

The data from the Capacities and Processes assessment reveals a mixed picture. While procuring entities show some promise in their Digital Capacities (46.67%), this potential is undermined by significant weaknesses in practical implementation. Procedures to Disclose Information are only at 33.13%, and Control over Project Disclosure is notably low at 25.67%, indicating critical procedural deficiencies. The data also highlights a fundamental issue: the lack of adequate Basic Knowledge among officials (21.2%), which creates a significant hurdle for effective transparency. These findings demonstrate that technical capabilities are not enough, and practical skills and training are essential.

Citizen participation

The citizen participation dimension assesses the extent to which citizens are engaged in the infrastructure development process. It also assesses citizen use of disclosed project information to hold procuring entities accountable. Effective citizen participation is critical for ensuring that infrastructure projects are responsive to communities' needs and priorities and that public resources are used efficiently and effectively to meet citizen's needs and concerns.

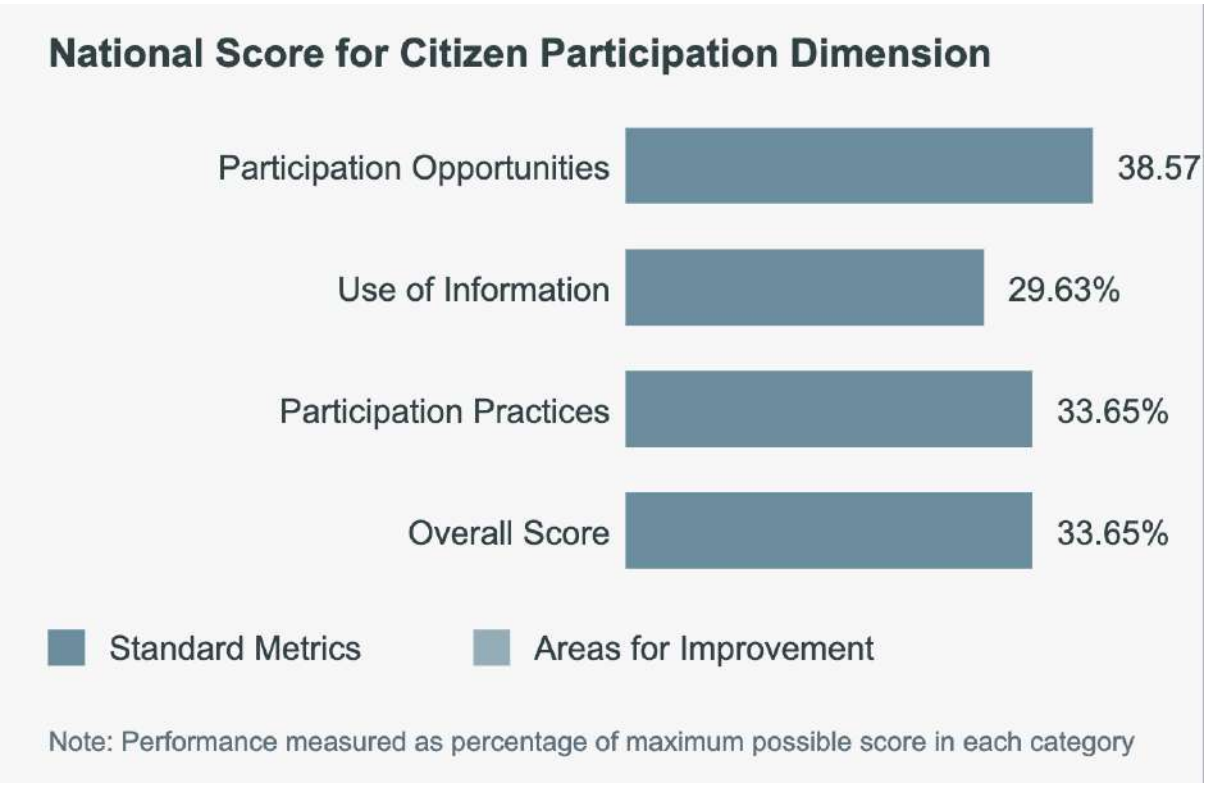


Figure 14 National Score for Citizen Participation Dimension.

The Citizen Participation assessment reveals a promising level of engagement, with Participation Opportunities scoring highest at 38.57%. However, this potential is undermined by the fact that citizens are not leveraging this access, resulting in a significantly lower score in the Use of Information by Citizens (29.63%). Overall, participation efforts are moderate at 33.65%. The data indicates that Uganda has created some avenues for public participation, but they are falling short in translating those into effective engagement. The current efforts are failing to empower citizens to actively use the available information for public oversight, highlighting a gap between creating opportunity and achieving impactful participation.

Information disclosure

The Information Disclosure dimension assesses the extent to which procuring entities disclose comprehensive and timely information about infrastructure projects throughout the project lifecycle. Effective information disclosure is critical for enabling public oversight, promoting accountability, and fostering trust in the infrastructure development process.

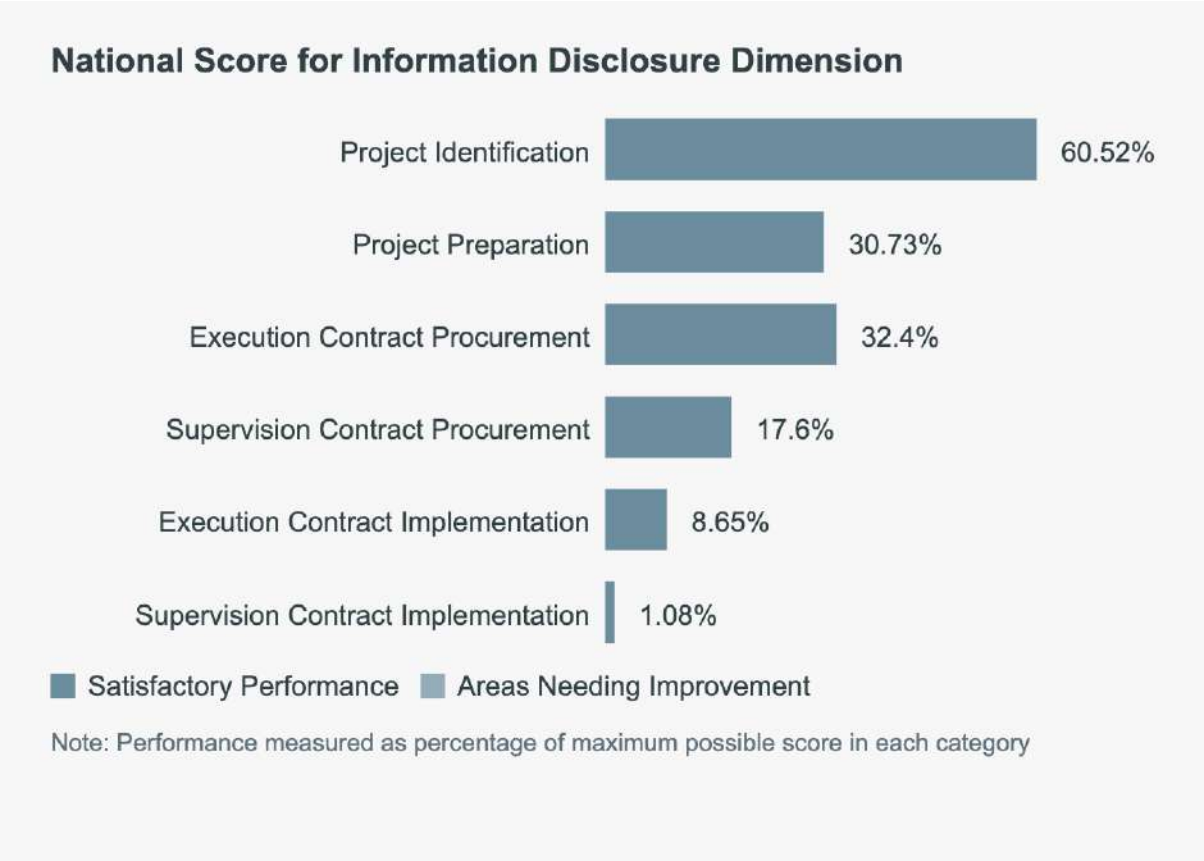


Figure 15 National Score for Information Disclosure Dimension

The Information Disclosure assessment reveals a severe deficiency in the practical application of transparency measures throughout the project lifecycle. While Project Identification scores relatively high at 60.52%, a sharp decline is observed in subsequent phases, with Procurement (17.6%), Supervision Contract Implementation (1.08%), and Execution Contract Implementation (8.65%) all scoring alarmingly low. This demonstrates that infrastructure projects are successfully identified, but there are critical failures in publishing and making information publicly accessible during all other project stages. The data underscores an urgent need to prioritize comprehensive and timely disclosure practices, especially during contract implementation and supervision.

3.3 Procuring Entities ITI score

The Infrastructure Transparency Index evaluation of procuring entities in Uganda reveals significant disparities in transparency practices across government institutions. Table 7 below presents the top 10 performing entities based on their overall ITI scores and performance across dimensions 2-4 (please note dimension 1 is not included because it does not evaluate PEs).

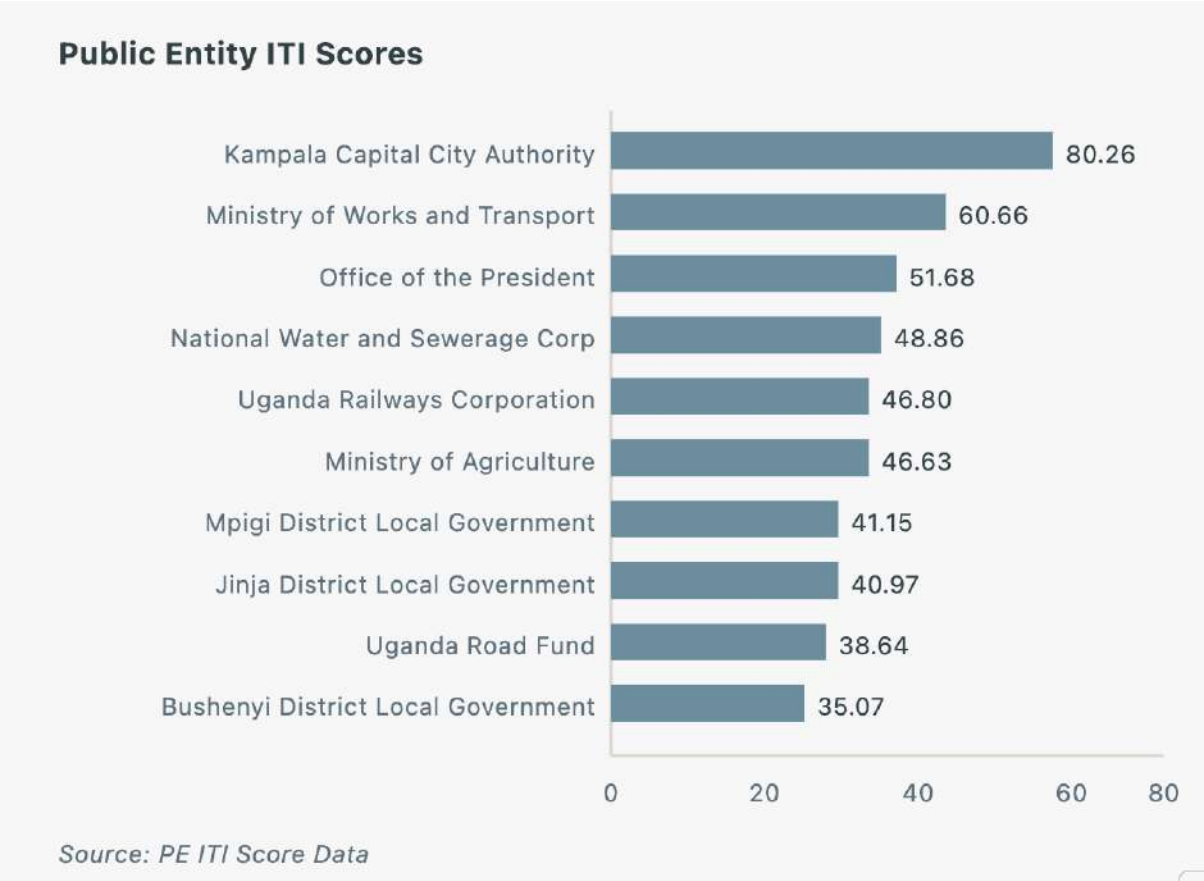


Figure 16 Top 10 Public Entities Ranking Across All Dimensions

The ITI scores of Uganda's top 10 public entities reveal stark disparities in infrastructure transparency. Kampala Capital City Authority (KCCA) stands out as a clear leader with an exceptional score of 80.26, demonstrating that robust transparency practices are achievable. However, this performance is an outlier—the next-highest entity, the Ministry of Works and Transport (MoWT), trails by nearly 20 points (60.66), underscoring a significant performance gap.

Most entities, including the Office of the President (51.68) and National Water and Sewerage Corp (48.86), fall below the 50-point threshold, signaling systemic challenges in meeting transparency benchmarks. Notably, six out of ten entities scored below 50, with Bushenyi

District Local Government (35.07) and Uganda Road Fund (38.64) at the bottom, reflecting critical weaknesses in institutional accountability and documentation practices.

Key Insights:

1. **Leadership vs. Systemic Lag:** KCCA's success highlights the potential for excellence, but the steep decline thereafter suggests a lack of widespread adoption of best practices.
2. **Mid-Tier Struggles:** Even moderate performers like MoWT and the Office of the President lack consistency, indicating fragmented compliance rather than holistic transparency.
3. **Critical Bottlenecks:** Lower-tier entities face structural barriers, such as inadequate capacity or poor policy implementation, requiring tailored interventions.

Table 3. PEs ranking for the top 10 positions and scores for 3 dimensions (2-4)

Public Entities ITI Performance Rankings 2024

Table 4 Public Entities ITI Performance Rankings 2024

Rank	Entity	Overall ITI Score	Capacities & Processes	Citizen Participation	Information Disclosure
1	Kampala Capital City Authority (KCCA)	80.26%	85%	78%	72%
2	Ministry of Works & Transport (MoWT)	60.66%	68%	62%	55%
3	Office of the President	55.23%	60%	58%	50%
4	Ministry of Agriculture (MAAIF)	51.28%	55%	53%	48%
5	National Water & Sewerage Corp. (NWSC)	48.86%	52%	47%	45%
6	Uganda Railways Corporation (URC)	46.80%	50%	44%	42%
7	Mpigi District Local Government	42.29%	46%	40%	38%
8	Jinja District Local Government	40.97%	43%	39%	36%

9	Kabale District Local Government	40.27%	41%	38%	35%
10	Uganda Road Fund	38.64%	40%	36%	33%

While the Kampala Capital City Authority (KCCA) demonstrates exceptional capabilities with an overall score of 80.26%, particularly excelling in operational effectiveness, many local government entities struggle to achieve comparable results. The Ministry of Works and Transport and the Office of the President show promising performance levels above 55%, suggesting that central government institutions generally maintain higher standards.

However, a concerning trend emerges in Information Disclosure practices, where consistent underperformance across all entities indicates a systematic challenge in public sector transparency. The 41.62 percentage point gap between top and bottom performers (KCCA at 80.26% versus Uganda Road Fund at 38.64%) highlights critical knowledge-sharing and capacity-building opportunities, particularly at the local government level.

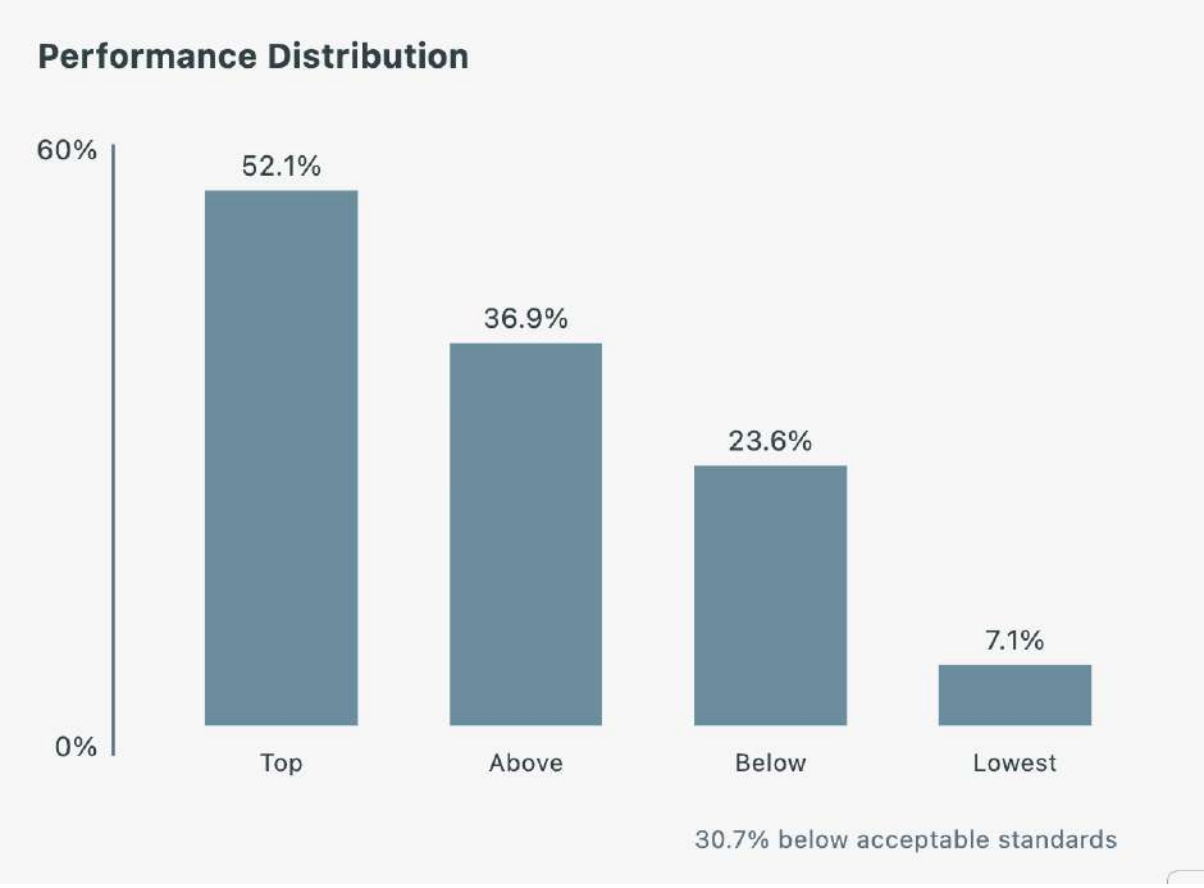


Figure 17 performance distribution of Procuring Entities by group

The figure reveals a concerning divide among procurement entities. While 52.13% of entities achieve top performance status (scoring above 50%), a critical warning sign emerges: over 30% of entities fall below acceptable standards. The 45.08 percentage point gap between top and lowest performers indicates fundamental disparities in transparency practices. Most notably, only 36.92% of entities maintain above-average performance, suggesting that excellence in procurement transparency remains the exception rather than the norm. This distribution pattern highlights an urgent need for systematic reform, particularly given that nearly a third of assessed entities require significant improvement to meet basic transparency standards. In this situation, it's advisable to ensure the potential need for peer learning from top-performing entities by the lower-performing entities to elevate overall transparency standards in Uganda's public infrastructure sector.

Results of procuring entities by budget

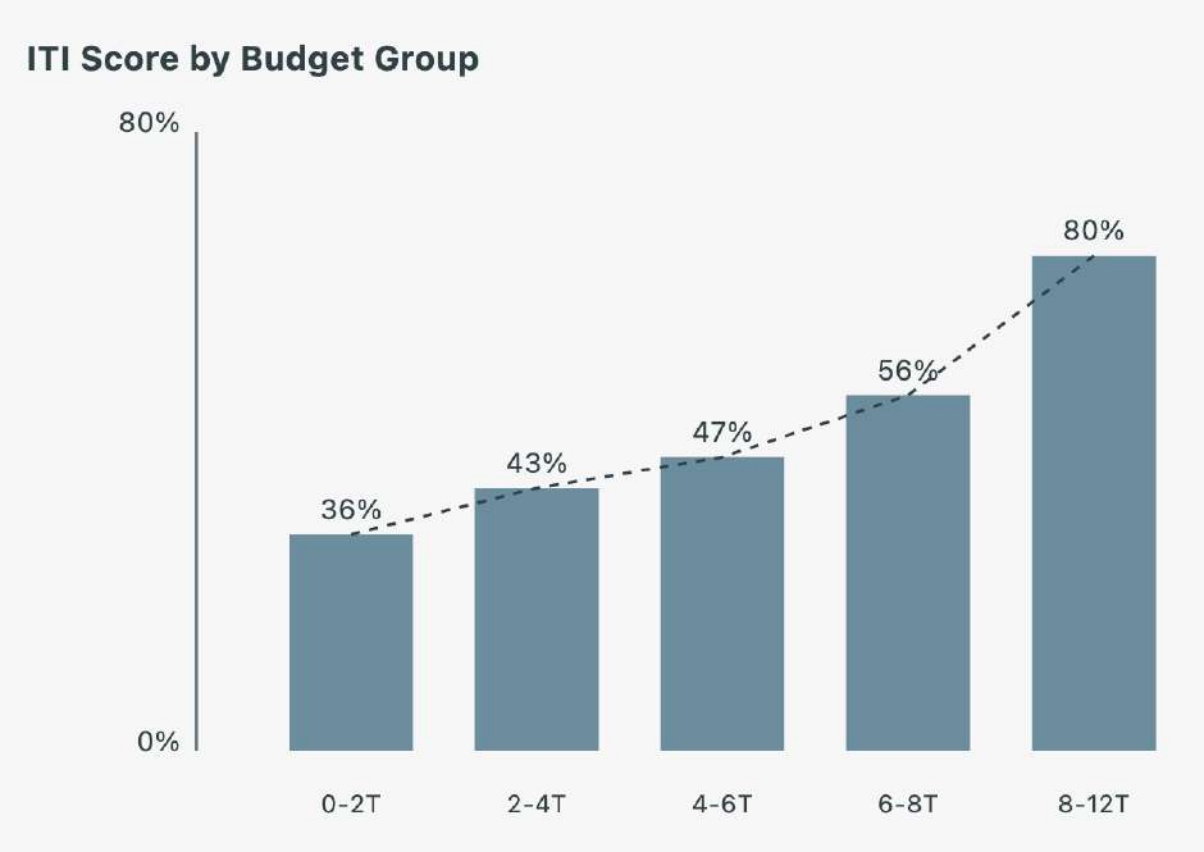


Figure 18 Average ITI Score by Procuring Entity Budget Group

A striking financial paradox emerges in the infrastructure transparency analysis: budget size is a powerful predictor of transparency performance. Entities commanding budgets of 8-12 trillion UGX demonstrate exceptional transparency with an average score of 80.26% - more than double the performance of their smaller counterparts (0-2 trillion UGX) at 36.23%. This dramatic disparity reveals how financial resources directly influence transparency capabilities, particularly through enhanced digital infrastructure and institutional capacity. The pattern

suggests a self-reinforcing cycle where larger budgets enable better transparency systems, which in turn may attract increased donor funding and resources. This insight fundamentally challenges us to rethink how we support smaller entities in achieving transparency standards without the advantage of substantial financial resources.

Results by procuring entities type

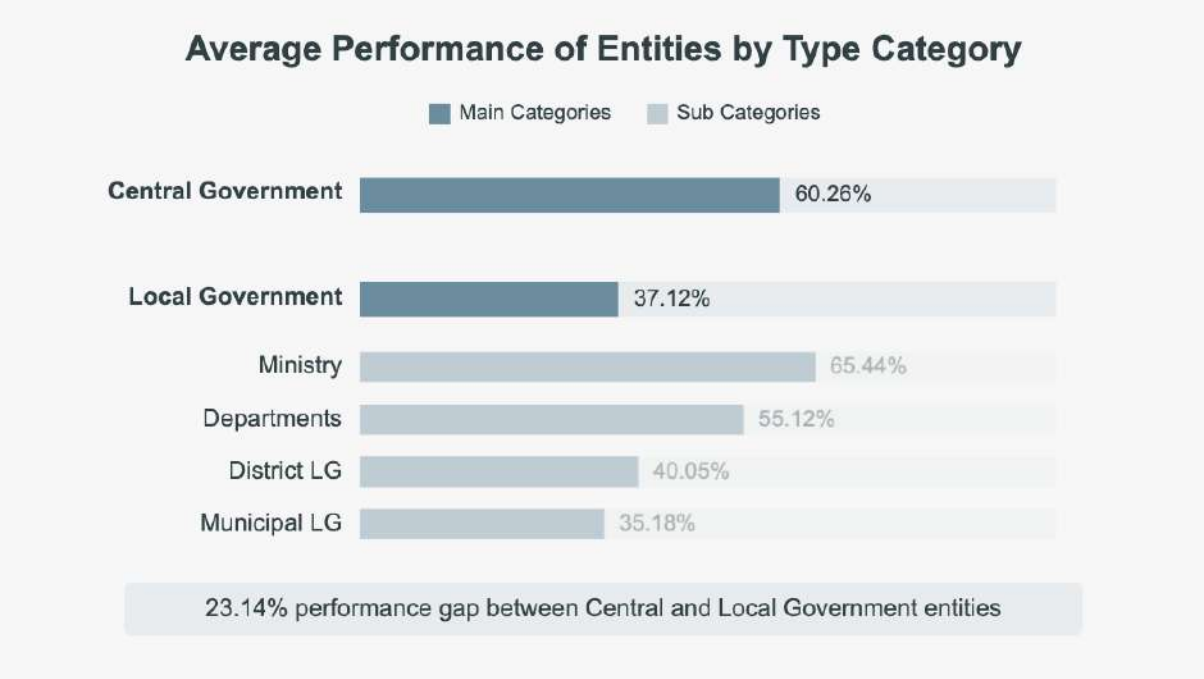


Figure 19 Average performance of Entities by type category

A comparative analysis of infrastructure transparency reveals a fundamental divide between Uganda's central and local government entities that extends beyond mere administrative structures. Central government bodies, equipped with larger budgets and specialized expertise, consistently demonstrate stronger transparency practices in infrastructure project management. These national-level entities, including ministries like Works and Transport, benefit from enhanced donor relationships and technical capabilities. In contrast, local government units, despite their crucial role in community-level infrastructure delivery, face significant resource and capacity constraints that impact their transparency performance. This central-local divide presents a critical challenge: ensuring equitable transparency standards across all administrative levels while acknowledging their distinct operational contexts and resource bases.

Results by procuring entities sector

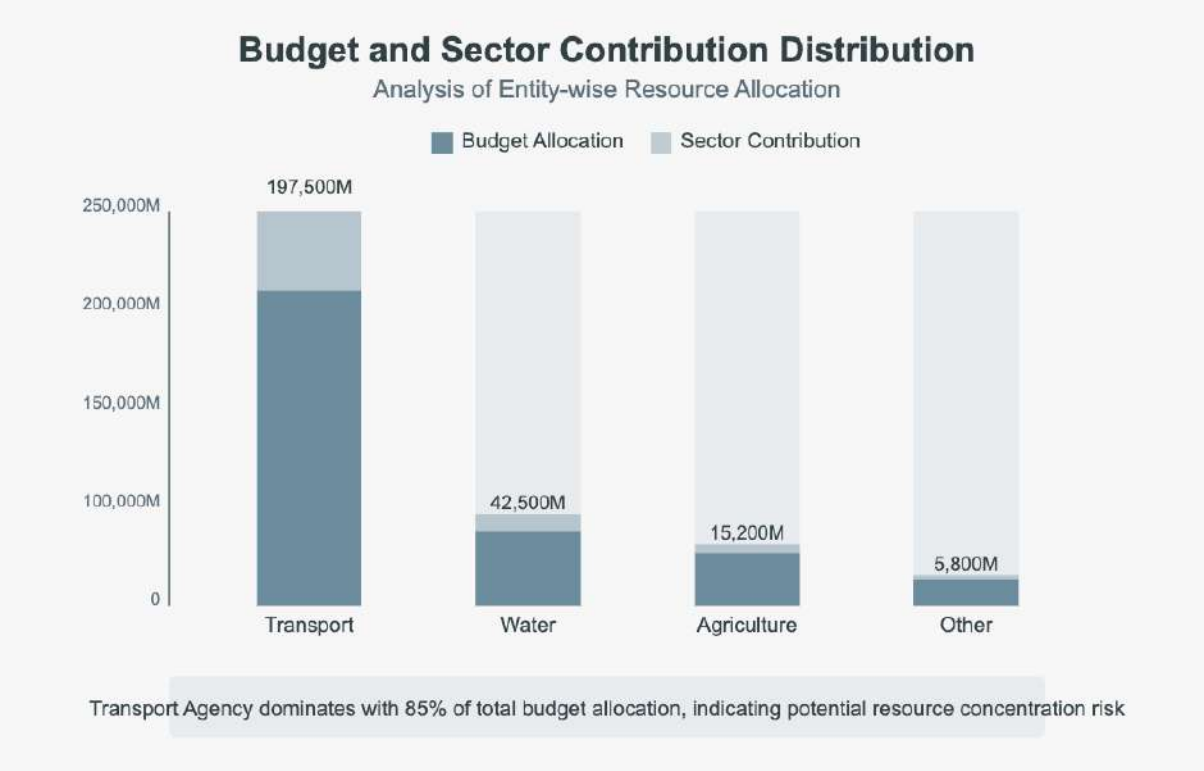


Figure 20 Budget and Sector Contribution by Entity Type.

Analysis of infrastructure budget allocation reveals a striking imbalance in Uganda's development priorities: the transport sector commands an overwhelming 197,500M (85%) of total resources, dwarfing allocations to water (42,500M), agriculture (15,200M), and other sectors (5,800M). While this concentration reflects the strategic importance of transportation infrastructure, it creates a critical resource asymmetry. The stark contrast—transport receiving nearly five times the combined allocation of all other sectors—raises fundamental questions about sustainable development balance. Though potentially beneficial for large-scale transportation projects, this distribution pattern risks undermining the integrated infrastructure development necessary for comprehensive socioeconomic growth. The data suggests an urgent need to reassess allocation strategies to ensure other essential sectors receive sufficient resources for effective development.

Sub-rankings

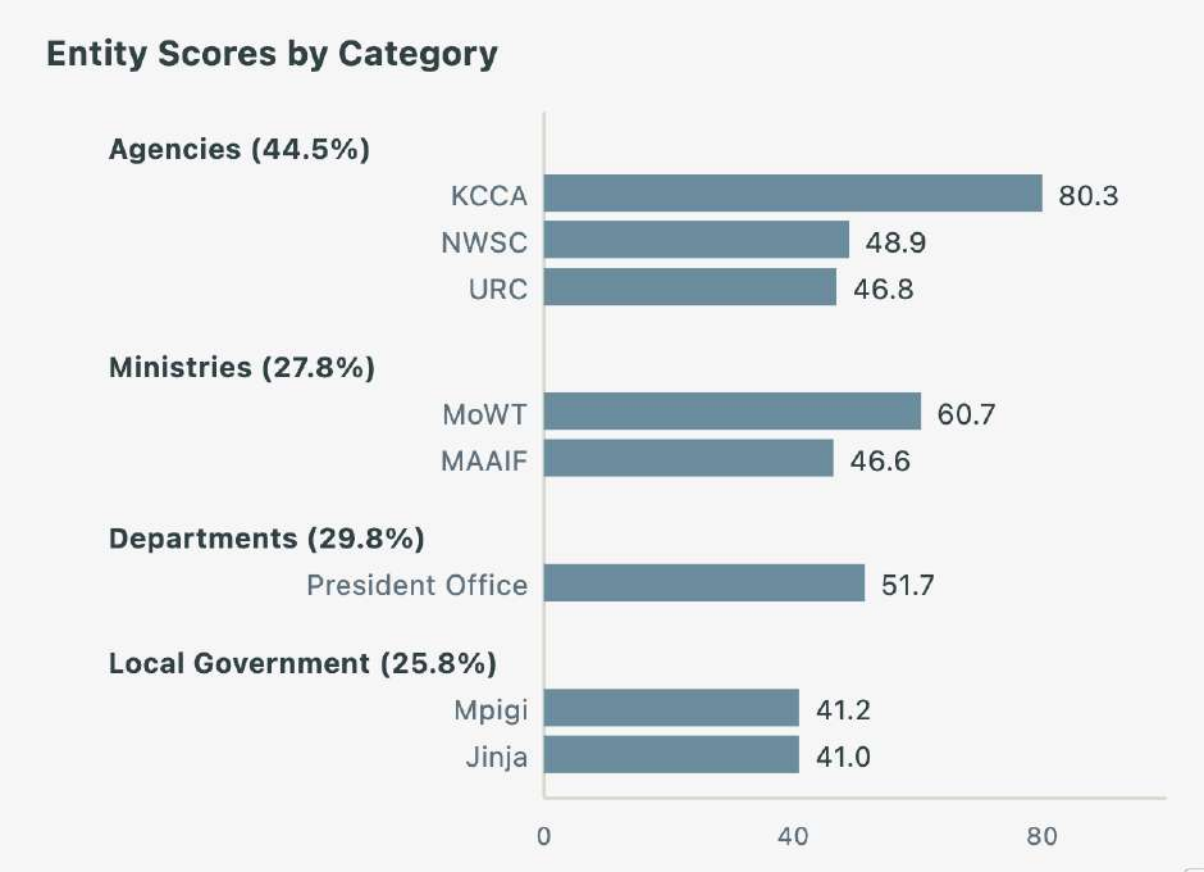


Figure 21 Sub-ranking of each PE type.

The data reveals significant disparities in transparency performance across institutional categories, **notably contradicting the claim that Ministries and Departments consistently score above 60%**. In reality:

- **Agencies** dominate the top ranks, with **Kampala Capital City Authority (KCCA)** leading at **80.26%**, followed by **Uganda Railways Corporation (46.80%)** and **National Water & Sewerage Corp (48.86%)**.
- **Ministries** show mixed results: **Ministry of Works & Transport (MoWT)** scores **60.66%** and **Ministry of Agriculture (MAAIF) 46.63%**, while others like the **Ministry of Health (20.83%)** lag far behind.
- **Departments** such as the **Office of the President (51.68%)** and **Mulago Hospital (31.36%)** are inconsistent, with no entity surpassing 60%.

Local Governments and Companies face systemic challenges:

- **Local Governments** like **Mpigi (41.15%)** and **Jinja (40.97%)** barely exceed 40%, while **Bushenyi (35.07%)** and **Ntungano (29.44%)** perform poorly.

- **State Companies** are the weakest category, with **UEGCL (22.92%)** and **UEDCL (4.12%)** dragging the sector average to **13.52%**.

Critical Insights:

1. **Category-Driven Disparities**: The **65.14-point gap** between top performer **KCCA (80.26%)** and lowest-ranked **UEDCL (4.12%)** underscores systemic inequities tied to institutional categories, not individual entity efforts.

2. **Agencies Outperform**: Agencies (avg. **44.51%**) lead, while Local Governments (avg. **25.82%**) and Companies (avg. **13.52%**) struggle, suggesting structural barriers like funding or governance frameworks.

3. **Misleading Averages Mask Weaknesses**: While **MoWT (60.66%)** appears strong, most ministries score below 30%, indicating fragmented progress.

3.4. Infrastructure projects scores

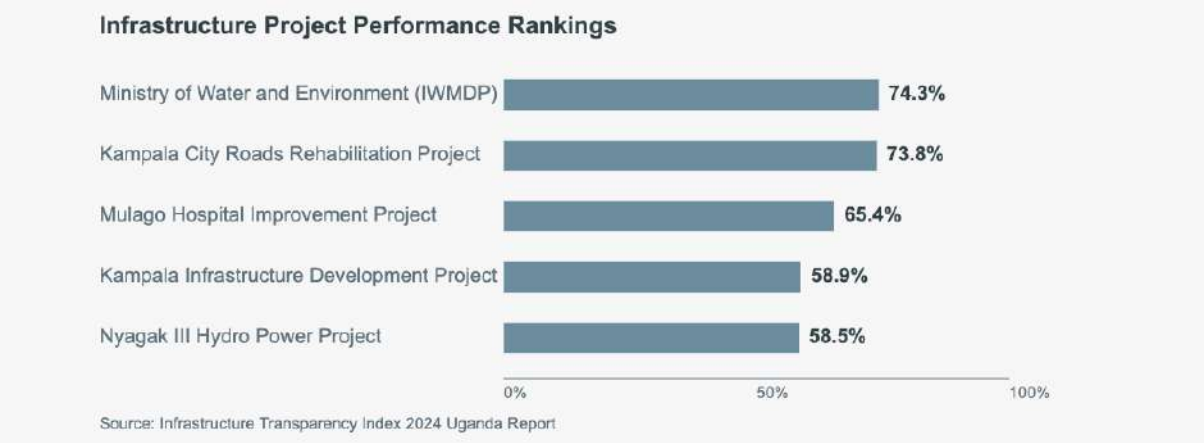


Figure 22 Infrastructure Project Scores

The analysis reveals significant disparities in project-level transparency performance. The Ministry of Water and Environment's IWMDP leads with 74.3%, followed closely by the Kampala Roads Rehabilitation Project at 73.8%. However, a notable performance gap emerges after the top three projects, with scores dropping to around 58% for lower-ranked initiatives. While 56 out of 58 evaluated projects demonstrated measurable transparency, two projects scored zero percent, indicating critical transparency failures requiring immediate intervention. These findings suggest that while best practices exist, particularly in water and urban infrastructure sectors, there's a pressing need for standardized transparency measures across all infrastructure projects to ensure consistent quality delivery and efficiency..

3.5 Entities performance between editions

The figure below illustrates the performance change in procuring entities between the first and second ITI editions. The entities included in the figure are the ones that were included in both editions.

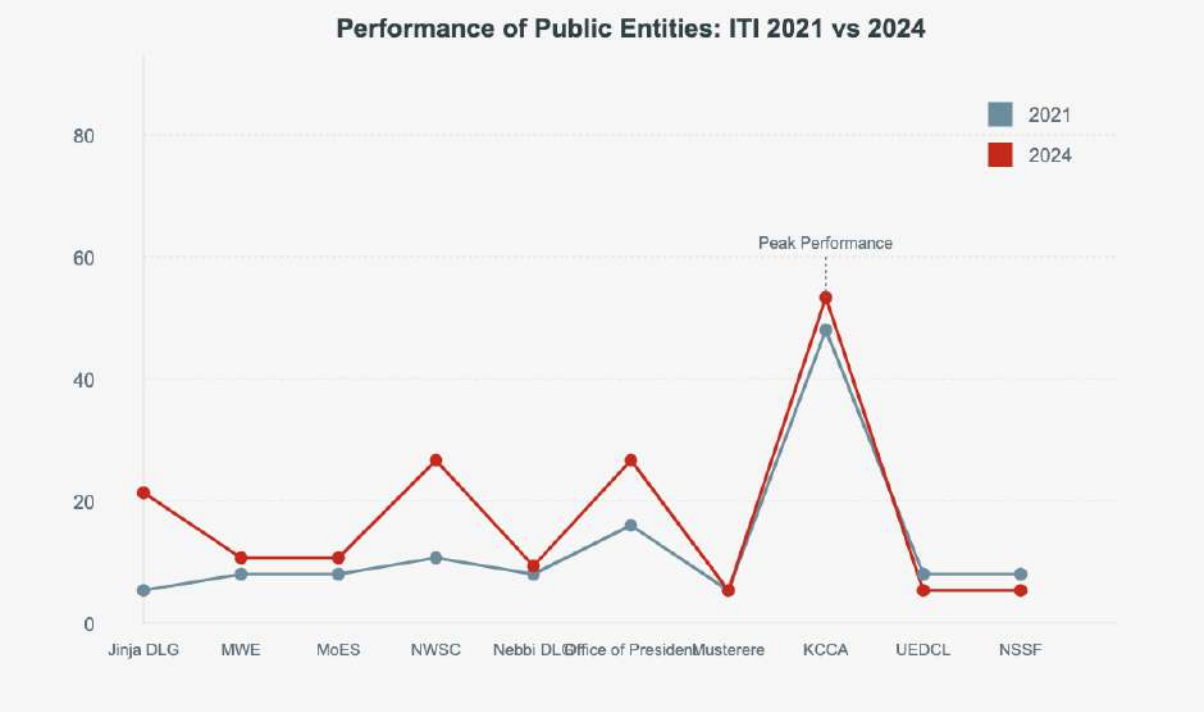


Figure 23 Performance of Public Entities in ITI in 2021 vs 2024

Analysis of Uganda's Infrastructure Transparency Index (ITI) between 2021 and 2024 reveals a broad positive trajectory in public entity transparency, with notable variations across institutions. Kampala Capital City Authority (KCCA) maintained its leadership position, achieving peak performance scores in both editions. Significant improvements were observed in entities like NWSC and the Office of the President, demonstrating the successful implementation of enhanced transparency measures. However, the data also highlights concerning patterns, with entities such as UEDCL and NSSF showing minimal progress. This performance disparity suggests that while institutional frameworks for transparency are evolving positively, there remains a critical need for targeted interventions to address persistent challenges in underperforming entities.

Conclusion

Main study findings

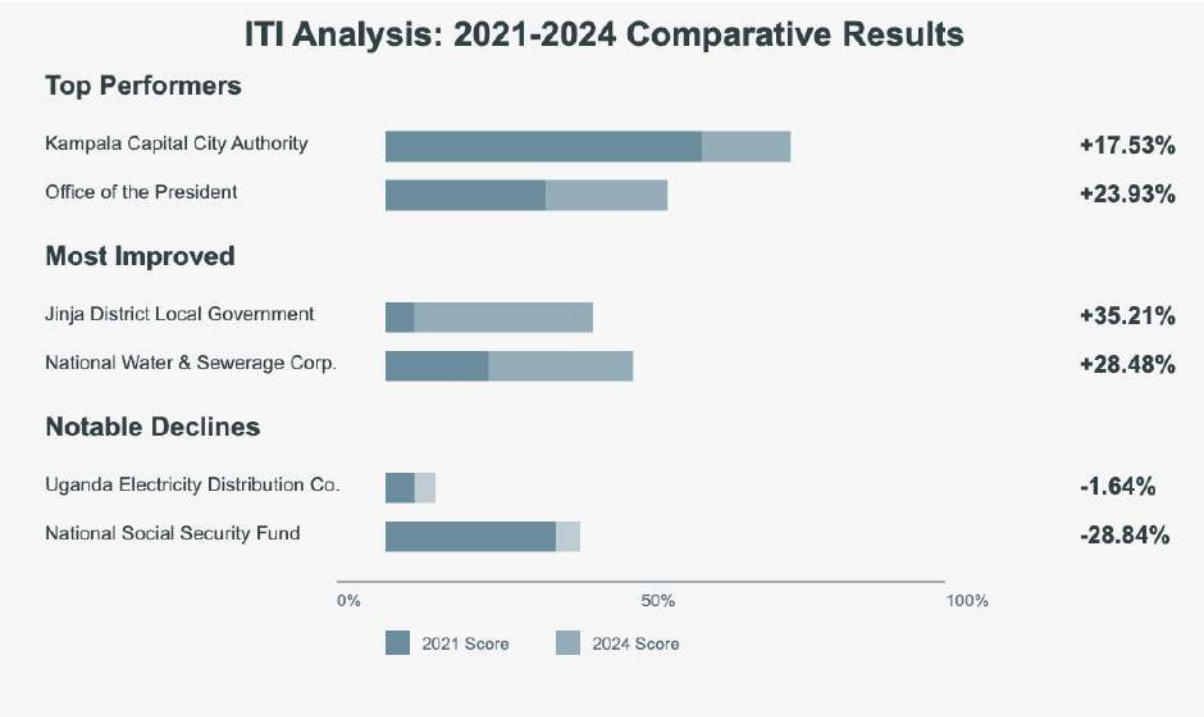


Figure 24 ITI 2021 VS 2024 Comparative analysis

The Infrastructure Transparency Index (ITI) analysis from 2021-2024 reveals a striking pattern of institutional transformation in Uganda's public sector, with both remarkable improvements and concerning declines.

Among the top performers, Kampala Capital City Authority maintained its leading position with a significant improvement of 17.53%, while the Office of the President showed even more impressive growth with a 23.93% increase.

The most dramatic improvements came from unexpected quarters. The Jinja District Local Government emerged as the most improved entity with an extraordinary 35.21% increase, followed by the National Water & Sewerage Corporation, which achieved a substantial 28.48% improvement. These gains suggest the successful implementation of transparency initiatives at both local and national levels.

However, the analysis also reveals concerning trends. The Uganda Electricity Distribution Company experienced a slight decline of 1.64%, while the National Social Security Fund showed a more significant regression with a substantial drop of 28.84%. This sharp contrast in performance trajectories highlights the uneven nature of institutional reform and suggests that maintaining transparency standards may be as challenging as achieving them initially.

This pattern of varied performance indicates that while some institutions have successfully embedded transparency practices into their operations, others may require targeted support

and intervention to reverse declining trends and achieve consistent improvement across the public sector

Recommendations

1. Standardize Data Disclosure Practices

- **Adopt OC4IDS**: Mandate the use of the *Open Contracting for Infrastructure Data Standard (OC4IDS)* for all public infrastructure projects.
    - **Action**: Integrate OC4IDS into MoFPED' s financial management systems (e.g., IFMIS) to automate data flows.
    - **Accountability**: Pilot compliance audits in high-budget sectors (transport, energy) by Q3 2025.

2. Strengthen Oversight & Accountability

- **Inter-Agency Task Force**: Establish a joint oversight body (OPM, PPDA, MoWT, MoFPED) to monitor compliance with disclosure policies.
    - **Action**: Develop a public dashboard to track real-time compliance rates and flag non-responsive entities.
    - **Penalties**: Link budget approvals to transparency performance (e.g., withhold funds for non-compliance).

3. Operationalize Uniform Disclosure Templates

- **Template Development**: Create sector-specific disclosure templates for project lifecycle stages (planning, procurement, execution).
    - **Action**: Conduct workshops with PPDA and MoFPED to align templates with OC4IDS and Uganda's procurement laws.
    - **Roles**: Designate *Transparency Officers* at each procuring entity (PE), with annual performance reviews tied to disclosure quality.

4. Build Institutional Capacity

- **Targeted Training**: Launch a tiered capacity-building program:
    - **Central Gov't**: Advanced OC4IDS and digital tool training.
    - **Local Gov't**: Foundational modules on data collection, citizen engagement, and anti-corruption practices.

- **Delivery**: Hybrid model (e-learning + in-person mentorship) via PPDA, with certifications for completion.

5. Digitize Disclosure Processes

- **Mandate Digital Tools**: Require all PEs to use centralized platforms (e.g., upgraded e-GP system) for project data disclosure.
  - **Action**: Develop a *National Infrastructure Transparency Portal* (hosted by MoFPED) for public access to project data.
  - **Incentives**: Offer tax rebates or fast-tracked approvals for entities adopting digital disclosure.

6. Institutionalize Citizen Participation

- **Mechanisms**:
  - **Public Consultations**: Mandate hearings at critical project stages (feasibility, completion).
  - **Feedback Channels**: Deploy SMS/USSD platforms for real-time citizen reporting on project issues.
  - **Participatory Budgeting**: Pilot in 3 districts (e.g., Jinja, Kabale) to involve communities in project prioritization.

7. Conduct Sector-Specific Transparency Reviews

- **Assessment Framework**: Partner with CoST Uganda and OPM to:
  - Identify sector-specific risks (e.g., procurement delays in health, land disputes in transport).
  - Publish annual *Sector Transparency Scorecards* with actionable benchmarks.
  - **Focus Areas**: Start with agriculture (highest score) and trade (lowest score) to replicate success and address gaps.

Final remarks

Uganda's journey towards greater infrastructure transparency is a work in progress. The 2024 ITI results reveal both encouraging signs of improvement and areas of improvement. By addressing the identified gaps, particularly in digital infrastructure and project implementation transparency, Uganda can create a more open, accountable, and effective infrastructure sector that can enhance value for money.

The disparities in performance across entities and sectors also present an opportunity for internal learning and improvement. The consistent performance of entities such as the Kampala Capital City Authority demonstrate that achieving high levels of transparency is possible within the Ugandan context. Their practices can serve as models for others to replicate.

Ultimately, enhancing infrastructure transparency is not just about compliance with regulations or meeting international standards. It is about ensuring that public resources are used efficiently and effectively to deliver quality infrastructure that improves the lives of citizens. By committing to transparency throughout the project lifecycle, Uganda can improve public trust, reduce the risk of corruption, and maximize the impact of its infrastructure investments loss.

The path forward will require sustained commitment, resources, and collaboration across government, civil society, and international partners. However, the potential benefits improved project outcomes, increased public trust, and more efficient use of public resources – make this a worthwhile and necessary endeavour for Uganda's continued development.

Annexes

Annex 1 | ITI results by hierarchy component

No.	Level	Name	Description	Indicator scoring scale	Score
		National ITI Score			**32.26**
1	Dimension	Enabling environment	Evaluates national or sub-national conditions enabling transparency for the infrastructure sector considering the legal and regulatory framework and the centralized digital information tools.	The indicators of this dimension are evaluated just once at the national or sub-national level.	**43.50**
1.1	Variable	Legal framework and digital tools			**43.50**
1.1.1	Sub-variable	Access to public information regulatory framework	Evaluates the existence of a national regulation on access to public information, or other related regulation, relevant to the infrastructure sector.		**85.00**
1.1.1.1	Indicator	Access-to-public information law	There is a national law that guarantees the access to public information in all public sector institutions, which applies to all material held by or on behalf of public authorities with only few exceptions contained in the same law.	0 = The law does not exist; 2 = It exists, but based on the text does not apply to all public institutions and does not apply to all material; 3 = It exists and complies with only one of the two conditions; 5 = It exists and complies with the two conditions.	**100.00**
1.1.1.2	Indicator	Right to request public information	There exists within the national legal framework the right of citizens to request and obtain non-published public information with · access to both information and records/documents · no need to provide	0 = This provision does not exist in the laws or regulations of access to information, or there is no law of access to information; 1 = The provision to request non-published information exists but none of the four	**80.00**

			reasons for their requests · clear maximum timelines · access to all public institutions.	conditions are covered by the law; 2 = The provision exists but only one condition is covered by the law; 3 = The provision and two conditions are covered by the law; 4 = The provision and three conditions are covered by the law; 5 = The provision and the four conditions are covered by the law.	
1.1.1.3	Indicator	Sanctions over non-compliance with access to public information mandates	Within the national legal framework there are sanctions for non-compliance on proactive and reactive disclosure of information.	0 = No sanctions exist in the laws or regulations, or no law of access to information exists; 3 = The sanctions only apply for non-compliance to proactive and reactive publication, or do not apply to all public sector institutions; 5 = There are sanctions in the law for non-compliance with proactive and reactive publications and they apply to all public sector institutions.	**100.00**
1.1.1.4	Indicator	Organisation guaranteeing the sanctions	Within the national legal framework there are organisations or mechanisms that are · protected against political and financial interference · responsible for overseeing the compliance of access-to-information requirements · compliant with the sanctions determined by law.	0 = There is no organisation or mechanism in charge of enforcing compliance with the access-to- information law/regulation, or there is no access to information law/regulation; 2 = There are organisations or mechanisms with only one of the three conditions covered; 3 = There are organisations or	**60.00**

				mechanisms with two of the three conditions covered; 5 = There are organisations or mechanisms with the three conditions covered.	
1.1.2	Sub-variable	Transparency standards in the public infrastructure sector	Evaluates the existence of laws and regulations that guarantee access to information in accordance with a transparency data standard for public infrastructure.		**36.00**
1.1.2.1	Indicator	Proactive publication of information on public procurement processes	There is a national act or regulation that guarantees proactive disclosure of public procurement information in all public sector institutions.	0 = It is not required by the law, or there is no law of access to information; 3 = It is required by the law but does not apply to all public sector institutions and/or the procurement data for disclosure are limited; 5 = It is required by the law, applies to all public sector institutions and the procurement file related to all procurement stages is required for disclosure.	**100.00**
1.1.2.2	Indicator	Proactive publication of information on public infrastructure projects	There is a national act or regulation that guarantees proactive disclosure on public infrastructure projects in all public sector institutions.	0 = It is not required by the law, or there is no law of access to information; 3 = It is required by the law but does not apply to all public sector and/or the project infrastructure data for disclosure are limited; 5 = It is required by the law, applies to all public sector institutions and the full infrastructure project	**60.00**

				file is required for disclosure.	
1.1.2.3	Indicator	Infrastructure data disclosure standard	There is a national act or regulation that defines a data disclosure standard in public infrastructure (such as a formal disclosure requirement (FDR) requesting for the data of CoST IDS or OC4IDS), that must be complied with by all national or sub-national procuring entities.	0 = FDR does not exist; 3 = Exists but does not apply to all public institutions; 5 = Exists and applies to all institutions.	**20.00**
1.1.2.4	Indicator	Infrastructure data disclosure standard proactively published as open data	The national act or regulation with the infrastructure data disclosure standard requests proactive disclosure of infrastructure projects as open data.	0 = Formal disclosure of open data is not required, or there is no law providing the standard for the data publication; 3 = Formal disclosure of open data is required, but partially because does apply to all public sector or does not apply to the full data standard (that is the CoST IDS or OC4IDS); 5 = It requires the publication of all the data standard for transparency in public infrastructure (that is the CoST IDS or OC4IDS) as open data in all public sector entities.	**0.00**
1.1.2.5	Indicator	Organisation responsible for the infrastructure data disclosure standard	Within the law or regulation there is an organisation responsible for overseeing the compliance of the publication of information according to the infrastructure data disclosure standard.	0 = There is no organisation responsible for overseeing compliance with the regulation, or there is no relation on the standard for data publication; 3 = There is an organisation, but it does not have the power to oversee	**0.00**

				compliance; 5 = There is an organisation and it oversees compliance with the standard.	
1.1.3	Sub-variable	National digital information tools	Evaluates the availability of national digital tools that facilitate transparency in public infrastructure.		**12.00**
1.1.3.1	Indicator	Centralised digital information platforms	There are centralised national or sub-national digital platforms with information on public infrastructure projects.	0 = There are none; 2-3-4 = There are, but access to information is partial; 5 = There are and the access to information they offer is complete.	**40.00**
1.1.3.2	Indicator	Easy access to information in digital information platforms	The information that offers the details of public infrastructure projects, used for example for verification reports, is easily accessible, complete and available in an orderly manner in digital format.	0 = The information is not easily accessible, or there are no digital systems; 2-3-4 = The information is partially ordered, complete and easily accessible; 5 = It is easily accessible, ordered and complete.	**0.00**
1.1.3.3	Indicator	Infrastructure projects geographic information system (GIS) platform	There is a web platform tailored to the needs of citizens that allows in a simple and visual manner, access to a GIS database of infrastructure projects with key information on works under execution or recently executed.	0 = There is no platform for geographical visualisation; 2-3-4 = There is a platform but it is outdated, or shows little information, or does not show all public infrastructure projects; 5 = There is a complete platform with comprehensive information.	**0.00**
2	Dimension	Capacities and processes	Evaluates the soundness of procuring entities' procedures and capacities to disclose data and information.	The indicators of this dimension are evaluated "ne" times at the procuring entity level.	**29.78**
2.1	Variable	Institutional capacities			**33.93**

2.1.1	Sub-variable	Basic knowledge	Assesses the knowledge of public officers on subjects of access to information and transparency in public infrastructure.		**21.20**
2.1.1.1	Indicator	Knowledge about the access-to-information law	The officer who completes the survey knows the national access-to-information law on public information and the main provisions.	0 = The officer does not know the law; 1 = Only knows it exists without being able to quote its content; 2-3-4 = Can quote key elements; 5 = Describes what is public, the proactive and reactive publication, the request of access and the organisation that guarantees compliance.	**24.67**
2.1.1.2	Indicator	Knowledge about transparency initiatives in the infrastructure sector	The officer who completes the survey knows the existence of the transparency initiatives in the infrastructure sector and their objectives.	0 = The officer does not know them; 1 = Only knows they exists, without being able to quote on their scope; 2-3-4 = Can quote key elements; 5 = Describes what is CoST, the data standard, the FDR, the multisectoral group and the assurance of projects.	**22.67**
2.1.1.3	Indicator	Knowledge about the transparency data standard in the infrastructure sector	The officer who completes the survey knows the national or sub-national transparency data standard for the infrastructure sector and its requirements.	0 = The officer does not know it; 1 = Only knows it exists without being able to quote its scope; 2-3-4 = Can quote key elements; 5 = Besides the key elements, may indicate the level of adoption of his/her institution.	**6.00**
2.1.1.4	Indicator	Knowledge about sanctions due to non-compliance on the access-to-	The officer who completes the survey knows the sanctions applied for non-compliance with the	0 = The officer does not know about sanctions; 2-3-4 = Knows about them partially; 5 = Knows	**12.67**

		public-information law	standards of access to public information and/or State contracts.	about the sanctions adequately or knows that the laws or regulations do not include sanctions (if it were so).	
2.1.1.5	Indicator	Knowledge about different data categories	The officer who completes the survey knows what constitutes and the differences between: public data, personal data, sensitive data, confidential data and reserved data.	0 = The officer does not know what the quoted type of data is; 2-3-4 = Knows them partially; 5 = Knows them and can differentiate them clearly.	**40.00**
2.1.2	Sub-variable	Digital capacities	Assesses institutional capacities on the use of digital technologies to facilitate efficiency and transparency.		**46.67**
2.1.2.1	Indicator	Computer equipment	The entity has computer equipment for all personnel performing any type of administrative work.	0 = There is no access to computer equipment for any officer at the entity; 2-3-4 = Access to computer equipment is partial or insufficient; 5 = All officers performing administrative work have access to computer equipment.	**54.00**
2.1.2.2	Indicator	Connectivity to the internet	The entity has an internet connection that offers an adequate bandwidth for the systems operations and the personnel.	0 = There is no access to the internet; 2-3-4 = There is access but its bandwidth is insufficient for the systems and the personnel; 5 = The bandwidth is optimal for the entity´s activity.	**53.33**
2.1.2.3	Indicator	Institutional website	The institution has its own website and is capable of managing its content and services in real time.	0 = The institution does not have a website; 2-3-4 = Does have a website, but its management capacity is partial; 5 = Has total control.	**53.33**
2.1.2.4	Indicator	Information systems for	The institution has a digital system to record	0 = The institution records are on paper;	**35.33**

		infrastructure projects	all information related to public infrastructure projects.	2 = Some records are electronic; 3 = Records are mainly on spreadsheets, like Excel or others; 5 = All the records are in information systems.	
2.1.2.5	Indicator	Use of digital information systems	Officers use available digital systems for activities related to public infrastructure projects.	0 = Systems are not used, or there are no systems; 3 = The systems are only partially used; 5 = They are fully used.	**46.67**
2.1.2.6	Indicator	Infrastructure open data publication	The entity publishes information of its infrastructure projects in this format, complying with the following conditions: · tabulated · updated · complete · processable by computer · free of payment · with a license allowing their free use.	0 = The entity does not publish infrastructure data; 1 = The entity publishes data but only complies with one condition; 2 = Publishes data and comply with two conditions; 3 = Publishes data and complies with three or four conditions; 4 = Publishes data and complies with five conditions; 5 = Publishes infrastructure data complying with all six conditions.	**28.00**
2.1.2.7	Indicator	Visualisations based on infrastructure projects data	The public entity uses visualisations that facilitate the presentation and interpretation of information referring to public infrastructure projects.	0 = The entity does not publish visualisations on this subject; 3 = Publishes but not regularly; 5 = Publishes visualisations regularly (it can be on the web or other media such as print).	**35.33**
2.2	Variable	Institutional processes			**27.01**
2.2.1	Sub-variable	Procedures to disclose information	Evaluates institutional procedures to guarantee transparency of data and information related to public infrastructure.		**36.13**

2.2.1.1	Indicator	Procedures for the publication of information	There is a documented institutional procedure for the proactive disclosure of information linked to public infrastructure projects.	0 = There is no procedure, or the officer does not know if any exists; 3 = There is a procedure, but the officer only quotes generalities; 5 = The officer knows it, shows it and describes the main elements.	**30.67**
2.2.1.2	Indicator	Responsibilities for disclosure	The procedure for proactive disclosure refers to named officers who are responsible for the various stages of the proactive disclosure of information process.	0 = The procedure does not name anybody, or nobody exists in charge of the proactive disclosure; 3 = The procedure names only some people; 5 = The procedure names all people per stage.	**31.33**
2.2.1.3	Indicator	Information officer profile	There is a documented professional profile in the institution for an "information officer", "information unit", or similar, that describes the professional requirements and main tasks for this person or unit.	0 = There is no profile or the officer does not know if there is any; 3 = There is a profile, but it has unrelated responsibilities (includes other activities besides the ones related to public information access); 5 = There is a profile and all documented responsibilities are related to it.	**36.67**
2.2.1.4	Indicator	Information officer	There is a person nominated for the position of information officer and the person fully complies with the job profile.	0 = There is no person assigned, or there is no profile; 3 = There is an assigned person but does not comply with the profile requirements; 5 = The assigned person complies with all requirements.	**40.67**
2.2.1.5	Indicator	Follow-up mechanisms on information requests	There are procedures to provide an internal follow-up to public infrastructure project information requests	0 = There is no follow-up mechanism on information requests, or the officer does not know if one exists; 3 = There is a follow-up	**41.33**

			that come from citizens or other actors.	mechanism but presents weaknesses that might result in a lack of response; 5 = There is an internal follow-up mechanism on which no information request can be lost or unanswered.	
2.2.2	Sub-variable	Enablers and barriers to disclose information	Evaluates conditions at the entity facilitating or limiting the public information publication.		**19.03**
2.2.2.1	Indicator	Internal policy for information publication	There is in the entity an internal policy, issued from the institutional authorities, for the publication of information containing, among other data, those referring to infrastructure projects.	0 = There is no internal standard or policy, or the officer does not know if any exists; 3 = There is one, but the entity does not fully comply with it; 5 = There is one and the entity fully complies in practice with it.	**23.33**
2.2.2.2	Indicator	Disclosure training programme	There is an internal disclosure training programme or dissemination process that makes personnel aware at all levels on matters of access to public information that includes infrastructure projects.	0 = There is no training programme, or the officer does not know if there is one; 3 = There is a programme but is only applied to some personnel; 5 = There is a programme and is applied to all institutional personnel.	**19.33**
2.2.2.3	Indicator	Identification of limitations for publishing information	The internal limitations to publishing infrastructure projects information have been clearly identified.	0 = The officer does not recognise the existence of limitations; 3 = The officer knows the limitations but does not describe them adequately; 5 = The officer knows the limitations, describes them and they are documented, or the officer may prove there are no limitations.	**8.67**

2.2.2.4	Indicator	Plan to mitigate limitations for publishing information	There is a document that contains the plan to reduce or eliminate the present limitations to publishing information related to infrastructure projects.	0 = There is no documented plan to reduce or eliminate the limitations; 2 = There is a plan but it is not comprehensive and there is no evidence of its implementation; 3 = There is a non-comprehensive plan but there is evidence of its implementation; 4 = There is a comprehensive plan but there is no evidence of its implementation; 5 = There is a comprehensive plan and there is evidence of its implementation.	**17.33**
2.2.2.5	Indicator	Bureaucratic barriers to publish information	The process of proactive and reactive publication of public information, in practice, is not hindered by internal bureaucracy, as for example when it is necessary to obtain approval from multiple parties.	0 = The process is highly bureaucratic, or the officer cannot describe whether this type of problem is present; 3 = It is considered that these obstacles are few; 5 = It is considered there are no bureaucratic obstacles to publish public information.	**25.33**
2.2.2.6	Indicator	Documentation of non-compliance and sanctions	There is documentation at the entity acknowledging and following-up on non-compliance and sanctions imposed by controlling entities due to non-compliance with the access-to-information standards and/or state contracts.	0 = There is no documentation, or the officer does not know if there is some; 2 = There is documentation but no follow-up (of the non-compliances and/or sanctions), or the follow-up cannot be described; 3 = There is documentation and follow-up (of the non-compliances and/or sanctions); 5 = The officer can show from	**18.67**

				the specific documentation that they have not received sanctions from controlling entities.	
2.2.3	Sub-variable	Control over infrastructure projects disclosure	Assesses the existence of disclosure control mechanisms and their practical impact in improving data disclosure.		**25.67**
2.2.3.1	Indicator	Level of disclosed infrastructure projects	Proportion of projects on which information is disclosed, complying with the infrastructure data standard, compared with the total number of projects managed by the procuring entity, expressed as a percentage.	0 = 0-10%, or if the officer could not give any numbers; 1 = 11-29%; 2 = 30-49%; 3 = 50-65%; 4 = 66-85%; 5 = 86-100% (approximate calculations according to the available information).	**24.00**
2.2.3.2	Indicator	Level of investment represented by disclosed infrastructure projects	Amount of investment represented by projects on which information is proactively disclosed by the procuring entity, complying with the infrastructure data standard, as a proportion of the total amount of investment on infrastructure projects, expressed as a percentage.	0 = 0-10%, or if the officer could not give any numbers; 1 = 11-29%; 2 = 30-49%; 3 = 50-65%; 4 = 66-85%; 5 = 86-100% (approximate calculations according to the available information).	**27.33**
3	Dimension	Citizen participation	Evaluates the opportunities provided by procuring entities for citizen participation and how citizens use the disclosed public information.	The indicators of this dimension are evaluated “ne” times at the procuring entity level.	**33.65**
3.1	Variable	Participation practices			**33.65**
3.1.1	Sub-variable	Participation opportunities	Assesses the formalisation of citizens participation opportunities and online		**38.57**

			mechanisms to facilitate this participation.		
3.1.1.1	Indicator	Institutionalised citizen participation	The institution has formal citizen participation opportunities that allow the procuring entity to listen and implement requests from the citizenship, that may be used for public infrastructure projects.	0 = There are no laws, regulations, or policies that can be used as foundation for citizens participation; 2 = There is only a national or sub-national regulatory framework for participation, with no internal (institutional) framework; 3 = There are both, external and internal frameworks for participation; 5 = There are both external and internal frameworks and there are also efficient documented procedures for citizens' participation.	**44.00**
3.1.1.2	Indicator	Permanent and inclusive citizen participation	The citizens participation opportunities are permanently available or are available with a constant periodicity through a variety of inclusive channels.	0 = There are no formal participation opportunities; 2 = There are participation opportunities, but are not permanent and are not available through a variety of inclusive channels; 3 = Participation opportunities are either permanent or available through a variety of inclusive channels; 5 = Participation spaces are both, permanent and available throughout different participation inclusive channels.	**35.33**
3.1.1.3	Indicator	Citizen participation in infrastructure projects	The entity conducts formal citizen consultation processes to identify, define, prioritize and monitor	0 = The entity does not conduct these consultation processes on infrastructure projects,	**38.67**

			public infrastructure projects.	or the officer is not sure if they do them; 2 = The entity has consultation in infrastructure projects, but is not for all project stages and is not for all projects; 3 = The entity has consultation in infrastructure projects in all project stages, but is not applied to all infrastructure projects; 5 = The consultation applies to all infrastructure project stages and to all infrastructure projects.	
3.1.1.4	Indicator	Citizen attention office	There is in the institution an office for citizen service (called the Transparency Office, Complaints Office, Information Office, etc.) that sees subjects related to infrastructure projects.	0 = There is no office, or the officer is not sure if there is one; 3 = There is one but it has limitations; 5 = There is one and it serves citizens efficiently.	**31.33**
3.1.1.5	Indicator	Online form for consultation or requests	There is an online form by which any person may request information, perform a consultation, or present a complaint referring to an infrastructure project and receive an effective response.	0 = The entity does not have an online form, or has one that does not work; 2 = It has one but has to be downloaded, printed, completed and scanned or physically taken to the entity; 3 = The entity does have an online form but without a follow-up mechanisms (such as request identity number); 5 = The online form has a specific follow-up mechanism for the applicant.	**24.00**
3.1.1.6	Indicator	Awareness of participation opportunities	The institution makes an effort to ensure that citizens are aware of	0 = The entity does not make any effort, or the officer does not know	**47.33**

			existing participation opportunities and of the availability of information related infrastructure projects.	if it has; 3 = The entity makes an effort but not in a consistent, permanent and inclusive manner; 5 = Makes consistent, permanent and inclusive efforts for both things.	
3.1.2	Sub-variable	Use of information by citizens	Assesses the use of information related to infrastructure projects by citizens, stemming from case evidence.		**29.63**
3.1.2.1	Indicator	Centralised citizen complaints	There is a mechanism that documents citizens' complaints related to public infrastructure projects, generates a log and manages responses in an orderly fashion.	0 = There is no centralisation of citizens' complaints, or there is no evidence of its existence; 2 = There is one, but it does not work optimally; 3 = There is one, it works optimally, but it does not generate of a report with inputs for specific infrastructure projects; 5 = It exists, works optimally and its results are evidenced in a report for improvements on specific infrastructure projects.	**31.33**
3.3.2.2	Indicator	Requests and responses of access to information	Access- to-information requests and responses there were from the entity are recorded.	0 = The officer cannot show how many requests were there, or there is no record of requests; 3 = The officer can show how many requests and how many responses were there, but with no specific details; 5 = The officer can show how many of the total responses were positive (that is, containing the information requested	**9.33**

				by the citizens), how many were referred to other agencies (because they were the wrong agency) and how many requests were about the same information.	
3.3.2.3	Indicator	Institutional response capacity	The response to citizens' access-to-information requests is provided according to the period established by law.	0 = There is no capacity of response in the period established by law, or there is no control over the response time, or there is no information about requests; 2 = Only some cases receive response within the period established by law; 4 = Most cases are responded within the period established by law; 5 = 100% of cases are responded to within the period established by law.	**38.67**
3.3.2.4	Indicator	Institutional use evidence	The institution provides the public with feedback, such as reports or announcements, on how citizens' inputs have been used in infrastructure projects.	0 = There is no feedback made public, or it is not known if there is internal use of citizens participation; 2 = There is internal use of citizens participation that can be referenced, but is not well documented; 3 = The is internal use and is documented, but not made public; 5 = The internal documented use of citizens participation in infrastructure projects is made public.	**49.33**
3.3.2.5	Indicator	Citizens use evidence	The information made public regarding infrastructure projects is used by the citizens, civil society organisations,	0 = The officer does not know if there is any type of use; 3 = The officer knows and quotes an example in	**22.00**

			academia, media, private sector, or any other actor.	this present year; 5 = The officer knows and quotes more than one example in this present year.	
3.3.2.6	Indicator	Evidence of joint projects	The institution has developed joint projects with other actors out of the institution as a result of the information on infrastructure projects.	0 = The officer does not know if there has been a joint project; 3 = The officer knows and quotes an example in this present year; 5 = The officer knows and quotes more than an example in this present year.	**26.67**
3.3.2.7	Indicator	Improvements as a response to citizen participation	Changes or reforms have been made to infrastructure projects in response to feedback, evaluation, or some other type of citizen participation.	0 = There are no case, or the officer does not know if there are any; 3 = There is evidence in a project in this current year; 5 = There is evidence of improvement in more than one project during this present year.	**25.33**
4	Dimension	Information disclosure	Evaluates the amount of data and information disclosed by procuring entities on infrastructure projects according to the CoST IDS or the OC4IDS.	The indicators of this dimension are evaluated “np” times at the infrastructure project level of each of the “ne” evaluated procuring entities.	**26.81**
4.1	Variable	Disclosure practices			**26.81**
4.1.1	Sub-variable	Project identification			**64.80**
4.1.1.1	Indicator	Project reference number	There is a number or code assigned to the project that uniquely identifies it.	0 = It is not available; 3 = It is available, but it changes, or it is not the same in all registries; 5 = It is always available.	**26.67**
4.1.1.2	Indicator	Project owner	The entity in charge of project development and execution contract is clearly identified.	0 = It is not available; 5 = It is available.	**95.00**

4.1.1.3	Indicator	Sector and sub-sector	The sector and sub-sector are identified according to the government structure, for which the project is being developed.	0 = They are not available; 3 = Only one is available; 5 = Both are available.	**38.67**
4.1.1.4	Indicator	Project name	The project is clearly identified with the same name throughout the project cycle.	0 = It is not identified; 3 = It is identified but it changes; 5 = It is identified with no changes.	**74.67**
4.1.1.5	Indicator	Project location	The physical location of the project is clearly identified.	0 = It is not available; 5 = It is available.	**86.67**
4.1.1.6	Indicator	Project description	The project´s description is available, indicating what it is about and the infrastructure outputs that are part of it.	0 = It is not available; 3 = It is available, but it is insufficient; 5 = It is available, clear and comprehensive.	**61.67**
4.1.1.7	Indicator	Purpose	There is a project purpose expressed in terms of public infrastructure and its intended social and economic impact.	0 = It is not available; 3 = It is available, but it is insufficient; 5 = It is available, clear and comprehensive.	**61.67**
4.1.2	Sub-variable	Project preparation			**32.27**
4.1.2.1	Indicator	Environmental impact	A document that identifies, evaluates and describes the environmental impacts produced by the project on its surroundings is available; including reference to relevant additional studies (soil, topography, hydrogeology, etc.)	0 = It is not available; 3 = Only a summary is available; 5 = The document is available, is clear and comprehensive.	**23.67**
4.1.2.2	Indicator	Land and settlement impact	A document that identifies, assesses and describes the impacts on human settlements and population centres, produced by the project, is available.	0 = It is not available; 3 = Only a summary is available; 5 = The document is available, is clear and comprehensive.	**19.67**
4.1.2.3	Indicator	Contact details	Information identifies the contact details of the officer responsible for	0 = It is impossible to know who is responsible; 2 = Only a few names are	**11.00**

			the project in the procuring entity.	available; 3 = All names are available; 5 = Names are available, as well as their contact information.	
4.1.2.4	Indicator	Project budget and date of approval	The total required budget is available for the development of the project and the date of approval provided.	0 = They are not available; 3 = Only one of the two is available; 5 = Both are available.	**53.33**
4.1.2.5	Indicator	Funding sources	The sources where the funds are coming from are identified, e.g. from the national budget, cooperation, multilateral organisations, or others.	0 = It is not available; 5 = It is available	**75.00**
4.1.3	Sub-variable	Execution contract procurement			**34.73**
4.1.3.1	Indicator	Procuring entity and contact details	The entity in charge of contracting the execution of the infrastructure project and its contact details are clearly identified.	0 = They are not identified; 3 = Only one of the two data points is identified; 5 = Both are identified.	**72.33**
4.1.3.2	Indicator	Procurement process	The type of procurement process that was applied to award the contract is clearly identified.	0 = It is not identified; 5 = It is identified.	**26.67**
4.1.3.3	Indicator	Number of firms bidding	The number of companies participating in the bidding process for the infrastructure execution is clearly identified.	0 = It is not identified; 5 = It is identified.	**6.67**
4.1.3.4	Indicator	Contract type	The type of contract to be signed is clearly identified.	0 = It is not identified; 5 = It is identified.	**15.00**
4.1.3.5	Indicator	Contract title	The official name of the signed contract is clearly identified.	0 = It is not identified; 5 = It is identified.	**40.00**
4.1.3.6	Indicator	Contract price	The final amount of the execution contract is clearly stated.	0 = It is not identified; 5 = It is identified.	**48.33**
4.1.3.7	Indicator	Contract start date	The date when the contract execution starts is clearly identified.	0 = It is not identified; 5 = It is identified.	**35.00**

4.1.3.8	Indicator	Contract duration	The contract duration is clearly identified.	0 = It is not identified; 5 = It is identified, either because it is clearly provided or because it can be calculated with a starting and ending date.	**48.33**
4.1.3.9	Indicator	Contractor(s)	The · name · identification number · contact information of the winning contractor is clearly identified.	0 = They are not identified; 2 = Only one of the three data points are identified; 3 = Two of the three data points are identified; 5 = The three data points are identified.	**23.00**
4.1.3.10	Indicator	Contract scope of work	The description of the work and services that the firm has to provide under the signed contract are clearly identified.	0 = It is not identified; 3 = It is identified but has deficiencies; 5 = It is identified, clear and comprehensive.	**32.00**
4.1.4	Sub-variable	Supervision contract procurement			**18.20**
4.1.4.1	Indicator	Procuring entity and contact details	The entity in charge of contracting the supervision of the infrastructure and its contact details are clearly identified.	0 = They are not identified; 3 = Only one of the two data points is identified; 5 = Both are identified.	**58.67**
4.1.4.2	Indicator	Procurement process	The type of tender management process applied to award the contract is clearly identified.	0 = It is not identified; 5 = It is identified.	**11.67**
4.1.4.3	Indicator	Number of firms/individuals bidding	The number of companies or individuals participating in the bidding process for the supervision is clearly identified.	0 = It is not identified; 5 = It is identified.	**5.00**
4.1.4.4	Indicator	Contract type	The type of contract signed is clearly identified.	0 = It is not identified; 5 = It is identified.	**11.67**
4.1.4.5	Indicator	Contract title	The official name of the signed contract is clearly identified.	0 = It is not identified; 5 = It is identified.	**15.00**

4.1.4.6	Indicator	Contract price	The final amount of the supervision contract is clearly provided.	0 = It is not identified; 5 = It is identified.	**16.67**
4.1.4.7	Indicator	Contract start date	The start date of the supervision contract started is clearly identified.	0 = It is not identified; 5 = It is identified.	**13.33**
4.1.4.8	Indicator	Contract duration	The contract duration is clearly identified.	0 = It is not identified; 5 = It is identified, either because it is clearly provided or because it can be calculated with a starting and ending date.	**18.33**
4.1.4.9	Indicator	Contract firm/individual	The name and information of the awarded company or individual to implement the project supervision is clearly identified.	0 = It is not identified; 3 = Only the name is identified, without all the details; 5 = The name, contact information and professional are identified.	**18.00**
4.1.4.10	Indicator	Contract scope of work	The description of the work and services that the firm or individual has to provide under the signed contract are clearly identified.	0 = It is not identified; 3 = It is identified but has deficiencies; 5 = It is identified, clear and comprehensive.	**13.67**
4.1.5	Sub-variable	Execution contract implementation			**8.82**
4.1.5.1	Indicator	Variation to contract price	It is clearly indicated whether variations to the contract price have been made.	0 = The price variations are not pointed out when there is evidence that they exist, or there is not price information in the contract; 5 = The price variations are clearly pointed out if there is evidence that they exist, or no price variations could be observed.	**11.67**
4.1.5.2	Indicator	Reasons for price changes	Justifications with arguments why changes were made to the	0 = The reasons for price changes are not available and price changes were	**6.00**

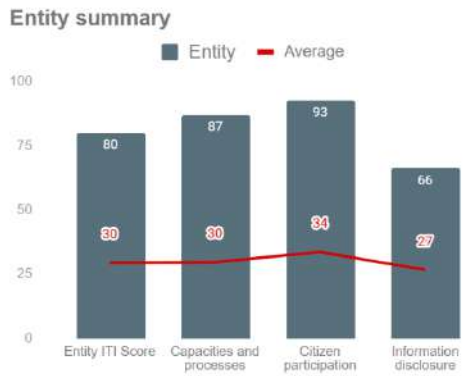
			contract price are available.	observed; 3 = There are reasons for price changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted price were observed.	
4.1.5.3	Indicator	Variation to contract duration	Contract duration modifications are clearly indicated, if made.	0 = Variations to the contract duration are not pointed out when there is evidence that they exist; 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract duration could be observed.	**11.67**
4.1.5.4	Indicator	Reasons for contract duration changes	Justifications with arguments why changes were made to the contract duration are available.	0 = The reasons for changes in the duration are not available and term changes were observed; 3 = There are reasons for term changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted term were observed.	**7.67**
4.1.5.5	Indicator	Variation to contract scope	Modifications to the project scope, if they exist, are clearly indicated.	0 = Variations to the contract scope are not pointed out when there is evidence that they exist; 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract scope could be observed.	**10.00**
4.1.5.6	Indicator	Reasons for scope changes	Justifications with arguments why changes were made to project scope are available.	0 = The reasons for changes in the project scope are not available and changes	**10.33**

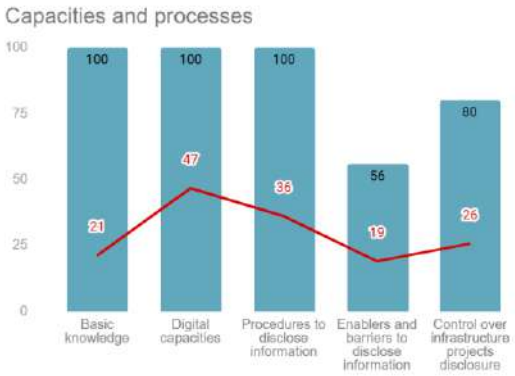
				were observed; 3 = There are reasons for scope changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted scope were observed.	
4.1.6	Sub-variable	Supervision contract implementation			**1.08**
4.1.6.1	Indicator	Variation to contract price	It is clearly indicated whether variations to the contract price have been made.	0 = The price variations are not pointed out when there is evidence that they exist, or there is not price information in the contract; 5 = The price variations are clearly pointed out if there is evidence that they exist, or no price variations could be observed.	**0.00**
4.1.6.2	Indicator	Reasons for price changes	Justifications with arguments why changes were made to the contract price are available.	0 = The reasons for price changes are not available and price changes were observed; 3 = There are reasons for price changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted price were observed.	**0.00**
4.1.6.3	Indicator	Variation to contract duration	Contract duration modifications are clearly pointed out, if made.	0 = Variations to the contract duration are not pointed out when there is evidence that they exist; 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract duration could be observed.	**1.67**

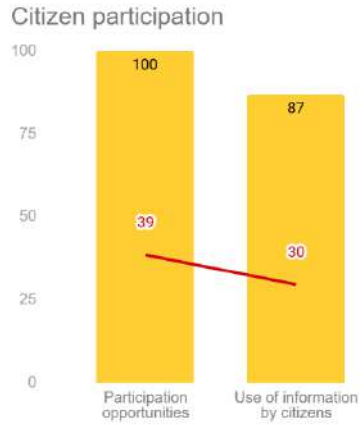
4.1.6.4	Indicator	Reasons for duration changes	Justifications with arguments why changes were made to the contract duration are available.	0 = The reasons for changes in the duration are not available and duration changes were observed; 3 = There are reasons for term changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted term were observed.	**1.67**
4.1.6.5	Indicator	Variation to contract scope	Modifications to the project scope, if they exist, are clearly pointed out.	0 = Variations to the contract scope are not pointed out when there is evidence that they exist; 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract scope could be observed.	**1.67**
4.1.6.6	Indicator	Reasons for scope changes	Justifications with arguments why changes were made to project scope are available.	0 = The reasons for changes in the project scope are not available and they were observed; 3 = There are reasons for scope changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted scope were observed.	**1.67**

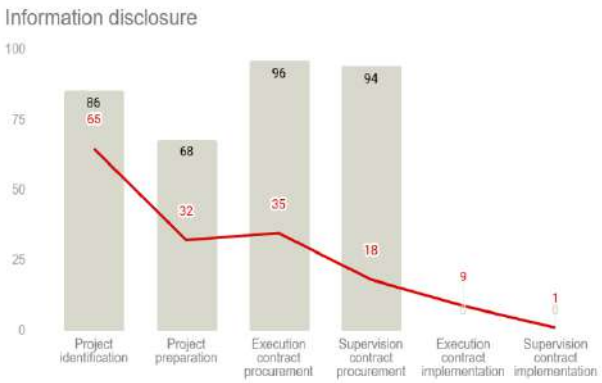
Annex 2 | Top performing entities scorecards

Position 1: Kampala Capital City Authority (KCCA) - 80.26%

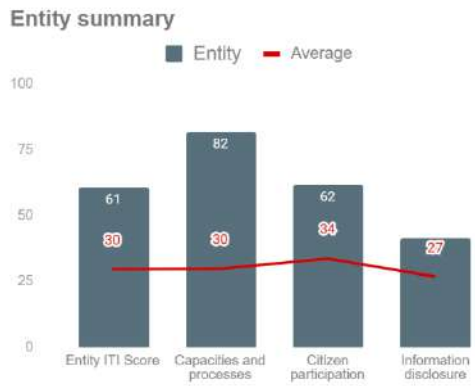


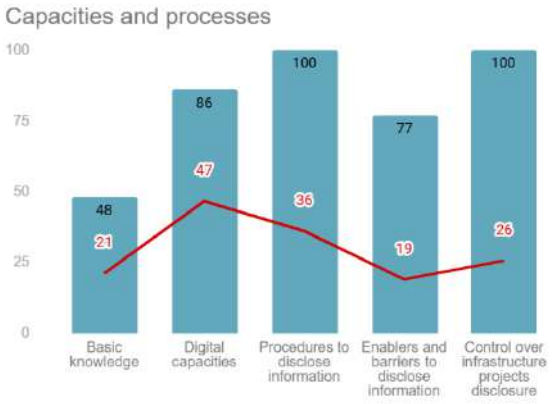


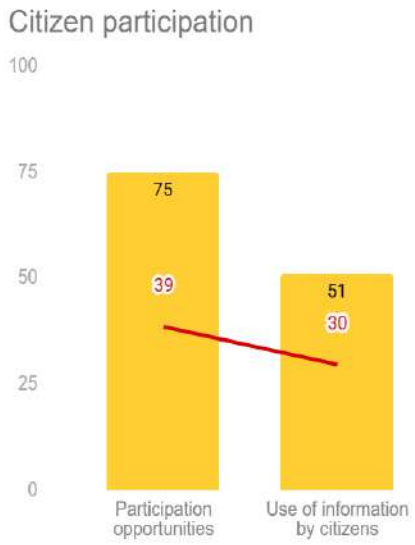




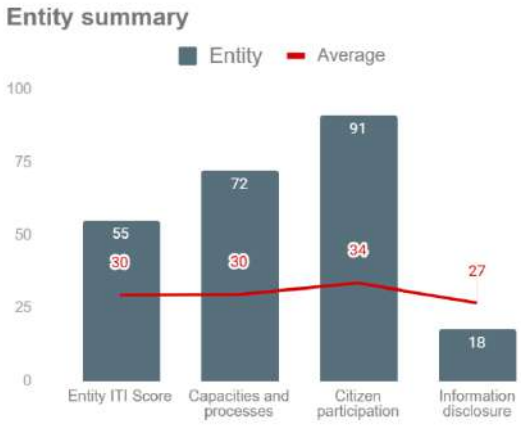
Position 2: Ministry of Works and Transports (MoWT) - 60.66%

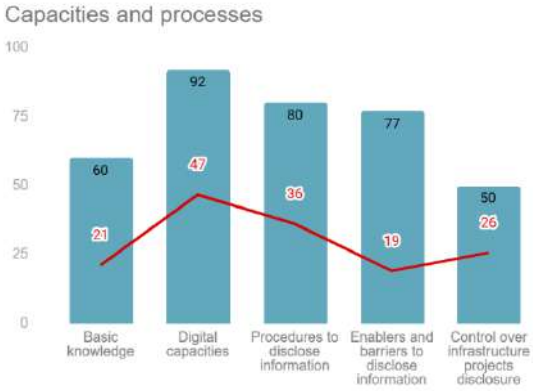


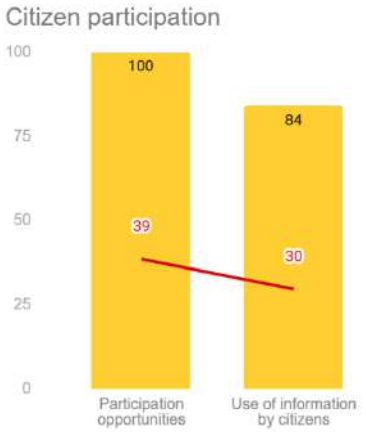


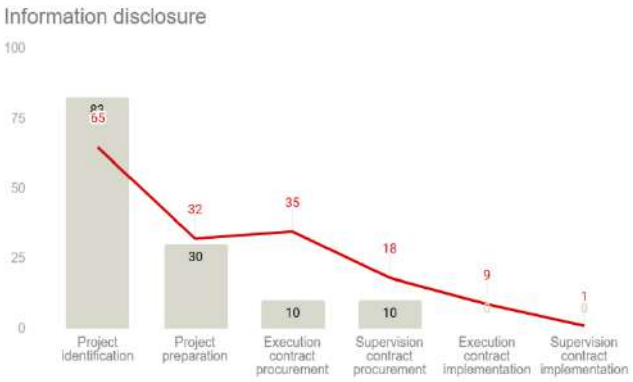


Position 3: Office of the President - 55.23%

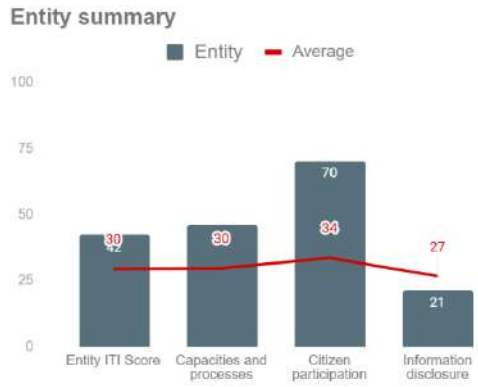


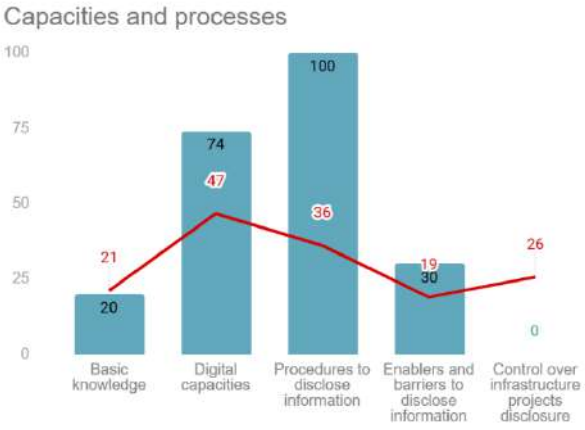


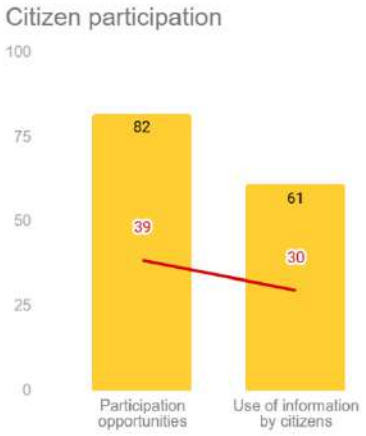


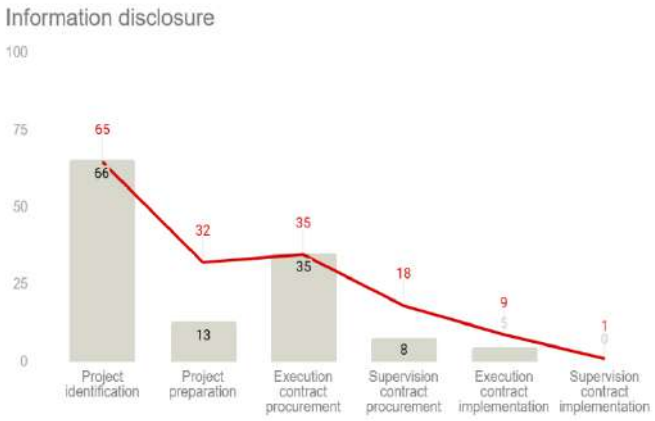


Local government position 1: Mpigi DLG (position 7 in the overall PE ranking) - 42.29%

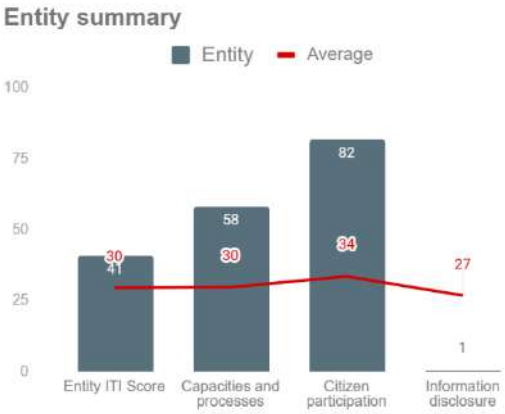


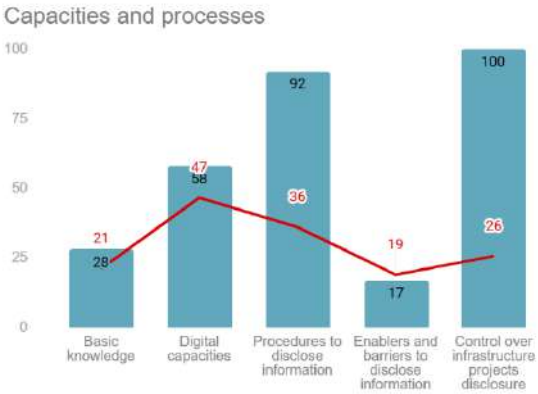


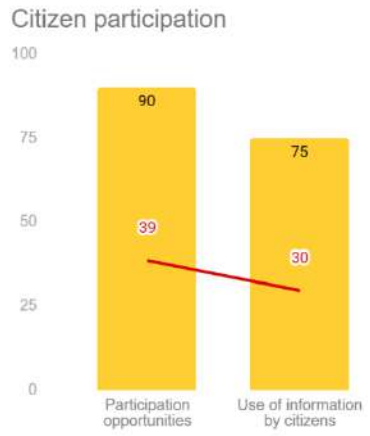


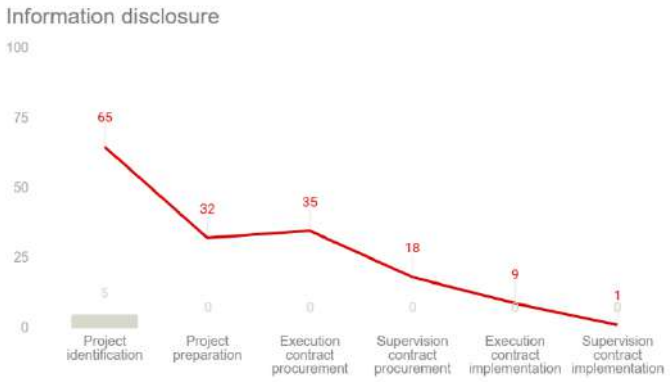


Local government position 2: Jinja DLG (position 8 in the overall PE ranking) - 40%

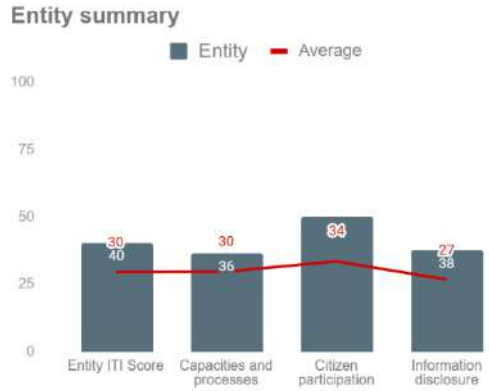


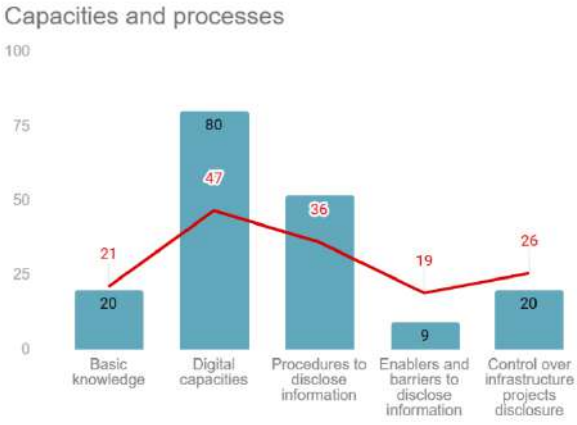


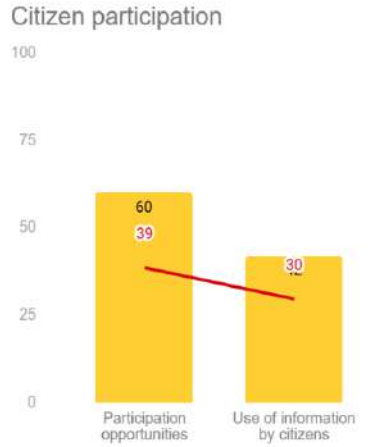


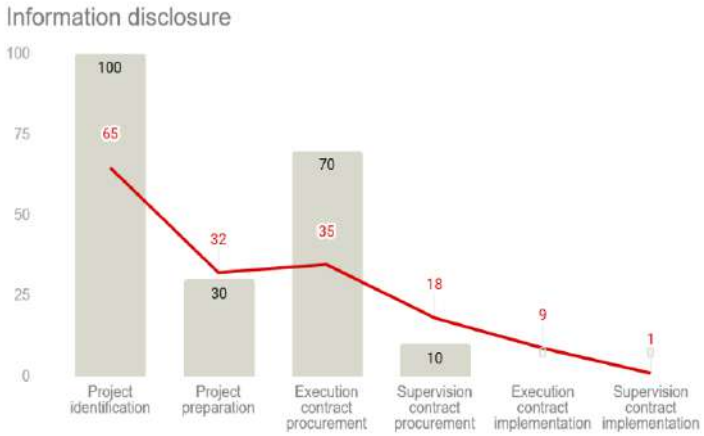


Local government position 3: Kabale DLG (position 9 in the overall PE ranking) - 40.27%









Annex 3. Shows the PEs, projects, budget, and sector.

N.	Entity	Project	Budget	Sector
1	Atomic Energy Council	Disposal of Smoke Detectors in Uganda	Data not published	Energy
2	Atomic Energy Council	The Centre for Nuclear Science and Technology (CNST)	Data not published	Energy
3	Bushenyi DLG	Rehabilitation of Kyamuhunga S.S.S-Bitoomba Trading Centre Road	UGX 515 million	Local Government
4	Bushenyi DLG	Renovación of Bushenyi District Administración Block	UGX 2.1 billion	Local Government
5	Jinja DLG	Commissioned water source in Kakira TC	Data not published	Local Government
6	Jinja DLG	Maintenance of District and Community access roads 726km	Data not published	Local Government
7	Kabale DLG	Construction of Kabale District Market	Data not published	Local Government
8	KCCA	Kampala Institutional and Infrastructure Development Projects (KIIDP)	$ 183.7 Million	Central Government
9	KCCA	Kampala City Roads Rehabilitation Project (KCRRP) Component 1: Civil Works	$ 288 Million	Central Government
10	Makerere University	Construction of Makerere Business Hub	Data not published	Education
11	Makerere University	Reconstruction of the Main Building	Data not published	Education
12	MAAIF	Rehabilitation of Farm access road chokes under the Agriculture Value chain Development Project. (AVDP)	UGX 13.20 billion	Agriculture
13	MAAIF	South South Cooperation Project Phase III	USD 12.6 Million	Agriculture
14	MoES	Uganda Secondary Education Expansion Project (USEEP)	Data not published	Education

15	MoES	Uganda Skills Development Project (USDP)	Data not published	Education
16	Mpigi DLG	Mechanized routine maintenance done on 3kms Luwunga - Busagazi Road	Data not published	Local Government
17	Mpigi DLG	Routine mechanized maintenance of Kayabwe-Kinyika-Bukasa-Muyanga Road (16.5km)	Data not published	Local Government
18	Mukono DLG	5 -5 Stance latrines constructed at Kyajja PS, Kazinga UMEA, Kayanja Community PS, Kyabakadde RC and Kayini Kamwokya PS	UGX 150 million	Local Government
19	Mukono DLG	1 Piped water supply system constructed at Mpatta SC	UGX 1.4 billion	Local Government
20	Nebbi DLG	Construction at Abong HCII, Maternity Ward construction, Rehabilitation of the Outpatient Department	Data not published	Local Government
21	Nebbi DLG	Construction of 2 Classroom Block with an-Office Attached at Adeira P/S Erussi Sub-County	UGX 95 million	Local Government
22	Office of the President	Emyooga Project Component 1: Establishment of Zonal artisans/Jua Kali parks	Data not published	Central Government
23	Soroti DLG	Routine manual maintenance of Gwetom Abengo Road	Data not published	Local Government
24	Soroti DLG	Construction of General Ward/ maternity, one block of 5 Stance Pit Latrine, 3 stance a bath shelter in Aukot HC II in Aukot Sub-County	UGX 496.497 million	Local Government
25	UEDCL	Construction of a 33kV double circuit line from Acwa 2 42 MW HPP to Angagura feeding Layira 33kV Substation in Gulu City	Data not published	Energy
26	UEDCL	LV Line extension in Mbulire Village –Bukomansimbi District	Data not published	Energy
27	UEGCL	Nyagak III Hydro Power Project	$ 19.39 Million	Energy

28	UEGCL	600MW Karuma Hydropower Project	Data not published	Energy
29	MoH	Development of a 320-bed Specialized Maternal and Neonatal Healthcare Unit at Mulago National Referral Hospital	$34.1 million	Central Government
30	MoH	Improvement of Health Services Delivery at Mulago Hospital and in the City of Kampala Project (MKCCAP)	30.7 million US dollars AfDB, USD3.4 million	Central Government
31	NWSC	Katosi Water Treatment Plant	Euros 84 million	Water
32	NWSC	Masaka Water Project	126 million euros (approx. UGX 520 billion)	Water
33	MoWT	Kampala-Entebbe Expressway	USD 479,172,020.00 + UGX 8,397,444,464.11	Works and Transport
34	MoWT	Kampala Northern Bypass	Euro 67,394,566.56	Works and Transport
35	URCs	Rehabilitation of Tororo-Gulu Railway Line (382 km)	200 billion	Works and Transport
36	URCs	Rehabilitation of Malaba-Kampala Meter Gauge Railway Line (215 km)	€330 million (approx. UGX 1.3 trillion)	Works and Transport
37	Mulago NRH	Improvement of Health Services Delivery at Mulago Hospital and in the City of Kampala Project	U.A 56,000,000	Health
38	Mulago NRH	Construction of a 320-bed Specialized Maternal and Neonatal Healthcare Unit	34.1 million US dollar	Health
39	Ministry of Trade, I&C	Construction of Cross-border Markets	UGX 400 billion	Trade
40	Ministry of Trade, I&C	Establishment of a Textile Industrial Park in Mbale	UGX 600 million	Trade

41	MWE	Rwizi Catchment Water Resources Development Project	USD 134.9 million	Water
42	MWE	Integrated Water Resources Management and Development Project (IWMDP)	USD 280 million	Water
43	UCAA	Construction of a Cargo Centre	USD 200 million	Works and Transport
44	UCAA	Development of Kabaale Airport	USD 200 million	Works and Transport
45	URF	District and Urban Roads Maintenance Projects	Funds released for district and urban roads.	Works and Transport
46	URF	Road Upgrading Project in Southwestern Uganda	$71.5 Million	Works and Transport
47	MoLG	Second Kampala Institutional and Infrastructure Development Project (KIIDP II)	$175 Million	Central Government
48	MoLG	District and Urban Roads Maintenance Projects	Funds for district and urban roads	Central Government
49	Kamuli DLG	Construction of Kamuli Seed Secondary School	UGX 29.2 billion	Local Government
50	Kamuli DLG	Construction of Kamuli Main Market	UGX 53 billion	Local Government
51	NSSF	Temangalo Affordable Housing Project (3,500 units)	Not specified	Central Government
52	NSSF	Pension Towers Office Complex, Kampala	USD 85 Million	Central Government
53	Ntungamo DLG	Construction of Ntungamo District Administration Block	UGX 66 billion	Local Government
54	Ntungamo DLG	Construction of Ntungamo Seed Secondary School	UGX 2.1 billion	Local Government
55	Pakwach DLG	Construction of Pakwach Seed Secondary School	UGX 3 billion	Local Government
56	Pakwach DLG	Construction of Pakwach District Headquarters	Not specified	Local Government

57	MEMD	Energy for Rural Transformation III	Not specified	Central government
58	MEMD	Electricity Access Scale Up Project (EASP)	Not specified	Central Government