

PCR EVALUATION NOTE FOR PUBLIC SECTOR OPERATIONS

1. BASIC INFORMATION			
a. Basic project data			
Project title: Road Sector Support Project 3 (RSSP 3): Nyakahita – <u>Kazo</u> – Kamwenge Road Project			
Project code: P – UG - B0 - 020	Instrument number(s):		
Project type: Investment	Sector: Transport		
Country: Uganda	Environmental categorization (1-3) :1		
Processing Milestones	Key Events	Disbursement and Closing date	
Date approved:	Cancelled amount:	Original disbursement deadline:	
Date signed:	Supplementary financing:	Original closing date:	
Date of entry into force :	Restructuring:	Revised disbursement deadline:	
Date effective for 1st disbursement:	Extensions (specify dates):	Revised closing date:	
Date of actual 1st :			
b. Financing sources			
Financing source/ instrument (MUA)	Approved amount (MUA) :	Disbursed amount (MUA) :	Percentage disbursed (%) :
Loan:			
Grant:			
Government:			
Other (ex. Co-financiers):			
TOTAL :			
Co-financiers and other external partners:			
Execution and implementation agencies:			
c. Responsible Bank staff			
Position	At approval		At completion
Regional Director	D. Gaye		G. Negatu
Sector Director	G. Mbesherubusa		A. Oumarou
Sector Manager	J. Rwamabuga		A. Babalola
Task Manager	D. Gebremedhin		D. Gebremedhin
Alternate Task Manager	D. Isobel		D. Isooba
PCR Team Leader			D. Gebremedhin
PCR Team Members			D. Isooba W. Byaruhanga (Consultant)
d. Report data			
PCR Date : June 2015			
PCR Mission Date:	From: 19 September 2014	To: 23 September 2014	
PCR-EN Date: 23 January 2016			
Evaluator/consultant : Ringo Star / Abdelouahab Ghzala	Peer Reviewer/Task Manager: Foday Turay		

2. PROJECT DESCRIPTION

Summary from Appraisal Report including addendum/corrigendum or loan agreement, and taking into account any modification that occurred during the implementation phase.

a. Rationale and expected impacts:

Provide a brief and precise description on the project/programme rationale (concerns/questions raised), expected impacts and the intended beneficiaries (directly or indirectly impacted by the project/programme). Highlight any change that occurred during the execution phase.

The Government of Uganda requested for support from the African Development Bank for the Road Sector Support Project 3 (RSSP3), Nyakahita–Ibanda–Kamwenge Road Upgrading. The road starts at Nyakahita on the Masaka–Mbarara highway traversing the districts of Kiruhura, Ibanda and Kamwenge. The terrain is a plateau with laterised flat hills and flat undulating plains. Expected outputs of the project are a 143 km new bitumen road with 6.0 m carriageway and 1.50 m shoulders on either side between Nyakahita, Ibanda and Kamwenge; a weigh-bridge installed at appropriate location to control vehicle over-load; fully implemented Environmental and Social Management Plan (ESMP); Resettlement Action Plan (RAP); Immuno Virus / Acquired Immune Deficiency Syndrome (HIV/AIDS) and road safety education. The project will also produce feasibility and detailed engineering design studies for Kayunga–Galiraya (83km) and Hoima–Butiaba–Wanseko (111km) roads. The project is to be implemented over a five year period for a total financial requirement of Unit of Account (UA) 110.27million, of which UA 80.0million will be financed through and African Development Fund (ADF) loan.

The rationale behind the RSSP3 is that the improvement of the road will contribute to the effort of the Government to reduce poverty in rural areas of western Uganda. The RSSP3 is in line with the Road Sector Development Program2 (RSDP2) and the objectives of the Ugandan Poverty Eradication and Action Plan (PEAP) and its successor, the National Development Plan (NDP). Among the key growth drivers is Infrastructure Development and Maintenance, under Pillar 2 of the PEAP and the NDP. The results-based Uganda Joint Assistance Strategy (UJAS) (2005-2009) targets resources to Uganda's development priorities as envisaged in the PEAP and NDP. The intervention in the project road is consistent with Bank Group strategic operational focus for the period 2008/9- 2009/10, the Bank's vision, UJAS, the Medium Term Strategy for 2008-2012, and the spirit of the ADF-XI Replenishment Guidelines. The project has a high economic rate of return and is technically feasible, environmentally sound and socially desirable.

The project road is critical to achieving the objectives of the Ugandan Poverty Eradication Action Plan (PEAP). It has improved transport services between the districts of Kiruhura, Ibanda and Kamwenge, making it possible for rural people to access socio-economic facilities and integrate with the rest of the country. The Bank could not finance the remaining 66 km (Kamwenge – Fort Portal) due to lack of fund at appraisal. Later on the World Bank agreed to finance this section, which is now under construction. When completed, the entire 208 km (Nyakahita – Fort Portal) will be connected, a shorter distance than travelling via Kampala. The objective of the project was to improve access in rural areas of western Uganda by upgrading the existing road from gravel to bitumen standard, and to assess the feasibility of investing in the Kayunga - Galiraya and Hoima - Butiaba - Wanseko roads. These objectives contribute to an overall sector goal which is poverty reduction and increased economic growth in Uganda through lowering of transport costs and boosting family incomes in rural areas.

b. Objectives/Expected Outcomes:

Provide a clear and concise description of the project objectives, expected outcomes, and intended beneficiaries. In so doing, highlight any revision/amendment.

The overarching goal of the Road Sector Support Project (RSSP) 3 was to improve access to economic and social facilities, improve standard of living and improve access in rural areas of western Uganda. The sector goal is to contribute to poverty reduction by improving sustainable road access to all rural and urban areas of the country.

The specific objective of the project is to improve road access in rural areas of Kiruhura, Ibanda and Kamwenge districts and western Uganda in general by upgrading the Nyakahita–Ibanda–Kamwenge road from gravel to bitumen standard. In addition assess the feasibility of investing in the Kayunga–Galiraya and Hoima–Butiaba–Wanseko roads.

The expected outcomes were to be as follows:

- ✓ Improved and safe transportation services for the population of western Uganda through reduction in travel time and cost;
- ✓ Increased movement of people, goods and services;
- ✓ Established viability of the Kayunga – Galiraya and Hoima – Butiaba – Wanseko roads (technically, economically, environmentally and socially).

c. Outputs and intended beneficiaries:

Provide a clear and concise description the expected outputs and intended beneficiaries. In so doing, highlight any revision/amendment.

The project outputs were to comprise the following components:

- i. 143 km new the Double Bituminous Surface Treatment (DBST) standard road with 6.0 m carriageway and 1.50 m shoulders on either side between Nyakahita, Ibanda and Kamwenge;
- ii. Weigh-bridge installed at appropriate location to control vehicle over-load;
- iii. Fully implemented Environmental and Social Management Plan (ESMP);
- iv. Resettlement Action Plan (RAP);
- v. Immuno Virus / Acquired Immune Deficiency Syndrome (HIV/AIDS);
- vi. Road safety education;
- vii. Feasibility studies and detailed engineering design for Kayunga–Galiraya (83km) and Hoima–Butiaba–Wanseko (111km) roads.

Beneficiaries from the road project: Beneficiaries varied along the value chain. The direct beneficiaries of the project outputs have been estimated, at appraisal in June 2009, at 0.8 million people of Kiruhura, Ibanda and Kamwenge districts living within the project zone of influence and those of western Uganda. The majority of road users were people involved in agricultural activities, animal husbandry and trading, those seeking social services such as education and medical services, and tourists to Kibale National Park.

Administrators and social workers were also to make use of the road to provide extension and outreach services.

Beneficiaries from the road studies: Decision making authorities, financing agencies and consulting service providers.

d. Principal activities/Components:

Provide a clear and concise description of the principal activities/components. In so doing, highlight any revision/amendment.

The principal project components consisted of:

- A. **Civil Works:** upgrading of a 143 km gravel road to bitumen standard with 6.0-m wide carriageway and 2x1.5-m shoulders from Nyakahita - Ibanda - Kamwenge (including axle load control).
- B. **Consultancy Services** comprising:
 - i. Construction - supervision services of Nyakahita, Ibanda and Kamwenge road civil works;
 - ii. Feasibility study and detailed engineering design of two roads (Kayunga–Galiraya and Hoima–Butiaba–Wanseko);
 - iii. Consultancy Services for project audit.
- C. **Resettlement:** Resettlement and compensation costs to cover compensation of Project Affected Persons (PAP) and other social facilities and environmental management.

3. PROJECT PERFORMANCE ASSESSMENT

RELEVANCE

a. Relevance of the project development objective:

Evaluation of the relevance ex-ante and ex-post (including during the implementation phase). The relevance of the project objective (during the evaluation ex-ante and the post-evaluation) in terms of alignment with country's development priorities and strategies, the beneficiary needs (including any changes that may have occurred during the implementation), applicable Bank sector strategies, the Bank country/ regional strategy, and general strategic priorities of the Bank. This criterion equally assesses the extent to which the project's development objective was clearly stated and focused on outcomes and the realism of the intended outcomes in the project setting.

The review concurs with the PCR in rating the relevance of the project development objective as highly satisfactory (4).

The objectives of the Road Sector Support Project 3 (RSSP 3) were consistent with Uganda Government's transport sector goal which aimed to raise the level of service and efficiency of road transport infrastructure in the country.

Alignment with country development priorities and strategies: The objective of the project was to improve access in rural areas of western Uganda (Kiruhura, Ibanda and Kamwenge districts) by upgrading the Nyakahita - Ibanda - Kamwenge road from gravel to bitumen standard, and to assess the feasibility of investing in the Kayunga - Galiraya and Hoima - Butiaba - Wanseko roads. The objectives contribute to an overall sector goal which is poverty reduction and increased economic growth in Uganda through lowering of transport costs and boosting family incomes in rural areas. The RSSP3 project objectives were consistent with Uganda Government's transport sector goal which aimed to raise the level of service and efficiency of road transport infrastructure in the country. The Project was also aligned with the Governments Road Sector Development Programme (RSDP2), covering a 10-year period 2001/02 to 2010/11. This programme aimed at promoting economic growth, poverty reduction, and improved access to rural and economically productive areas, market integration, improved managerial and operational efficiency of road administration and to develop the domestic construction industry. The Road Sector Support Project (RSSP 3) was among the top priorities of the RSDP. The project was specifically geared at contributing to government efforts in reducing poverty in the three districts of Kiruhura, Ibanda and Kamwenge in western Uganda. The project was also to assist in the preparation of two pipeline projects, namely, Kayunga - Galiraya and Hoima - Butiaba - Wanseko roads

Beneficiaries' Needs: The project road was intended to serve the cattle ranching areas lying between Nyakahita and Kazo, and the predominantly agricultural areas between Kazo and Kamwenge. The gravel road along the Nyakahita – Kazo – Ibanda – Kamwenge axis was in bad condition and difficult to traverse through during rainy seasons. The rationale behind the project was that the improvement of the road would contribute to poverty reduction and enhance family incomes in the three districts in western Uganda.

Alignment with the Bank country strategies/priorities/regional strategies: As noted in the PCR, at completion, the RSSP 3 project objectives are still consistent with the Bank's current Country Strategy Paper (CSP) (2011-2015) with its two pillars focusing on (i) the development and rehabilitation of economic infrastructure and in particular road infrastructure development and increased agricultural productivity; and (ii) improving capacity skills development for poverty reduction, both of which are well aligned to the National Development Plan (NDP) and Vision 2040. The CSP is also well aligned with the Bank's Ten Year Strategy (2013-2022). The CSP is also well aligned with the Bank's Ten Year Strategy (2013-2022). At completion, the RSSP 3 project objectives are still consistent with the core objectives of the National Development Plan (NDP) for the period 2010/11 to 2014/15.

b. Relevance of project design (from approval to completion):

The evaluator should provide an assessment of the relevance of the project design regardless of the one provided in the PCR. The evaluator will also comment on the PCR conclusion for this section, and will provide an evaluation of the relevance of the project design. The latter assesses the soundness and the timing of eventual adjustments, or technical solutions to ensure the achievement of the intended results (outcomes and outputs), the adequacy of the risk assessment, environmental and social protection measures, as well as the implementation arrangements. For Programme Based Operations (PBO), an assessment will be made on the relevance of the prior actions, the policy dialogue and the extent to which the operation could have been more pro-poor in its design.

The review confirms that the performance of project design is highly satisfactory (4) as rated by the PCR.

The PCR outlines that the executing agency the Uganda National Road Authority (UNRA) was staffed with qualified project engineers, transport economists, financial analysts, environmentalist and administrative officers. A Project Co-coordinator, with qualifications and experience acceptable to the Bank, had been made responsible for overall monitoring of the activities of the project, and served as a contact person for all the parties involved in the project. The Project Coordinator in collaboration with an environmentalist monitored the ESMP.

The project design was comprehensive and all-encompassing. The review finds that there is use of baseline data to describe the problem, initiatives to track indicators for the outcomes to be achieved, data on inputs, activities, and outputs and their contributions to achieving outcomes, an assessment of the robustness and appropriateness of the deployed theory of change and systematic reporting to stakeholders and strategic partners in an effort to achieving intended results and constantly strive to provide credible and useful information as a project management tool. The EA, UNRA, was staffed with qualified project engineers, transport economists, financial analysts, environmentalist and administrative officers. The Project Coordinator in collaboration with an environmentalist monitored the ESMP.

The design of the project has benefited from lessons learnt in previous Bank's interventions in the roads

sub-sector. Experience had been acquired from portfolio management and project completion reports. The project used the existing country systems in line with the Paris Declaration. The project design has worked well, responding to Government's aspirations of providing good quality and reliable transport infrastructure needed in the country for socio-economic development and poverty reduction. It ensured timely involvement of all stakeholders in the implementation of the project and the RSSP3 Project Implementation Schedule accommodated defect liability appropriately in the last 4 quarters of the project phase.

The design was solid and no modifications were made to the design. The design was also informed by several lessons drawn from the Bank's experience and past intervention but crafted on capacity strengthening issues relating to the implementation agency for monitoring and supervision of works and a Results based framework, a detailed economic feasibility study, social impact assessment, detailed engineering design and updated cost estimates provided useful input in the project's design that included an HIV and AIDS component and sound gender balance.

The review established that according to credible sources, the Kampala–Masaka Road is the most accident-prone stretch of highway in Uganda, recording between 200 to 300 fatalities annually. Ugandan officials attribute the high accident rate to several factors including (a) speeding (b) failure to observe traffic signs (c) overloading of passenger vehicles (d) overloading of merchandise trucks (e) dilapidated vehicles (f) driving while intoxicated (g) lax laws against traffic offenses (h) a slow justice system.

The fact that none of these reasons are due to the design of the road indicates how effective the design of the road was based on the experience of the Bank. The PCR did not though address head on road carnage and commensurate fatality rates. The PCR is silent on this aspect.

The project design has worked well, responding to Government's aspirations of providing good quality and reliable transport infrastructure needed in the country for socio-economic development and poverty reduction. It ensured timely involvement of all stakeholders in the implementation of the project. The same design was extended to facilitate implementation of the project and no changes were made to the design.

EFFECTIVENESS

c. Effectiveness in delivering outputs:

Evaluation of the extent to which the project achieved its stated results (obtained from the logical framework) based on the last Implementation Progress and Results Report (IPR) and by considering accurate reporting of direct or indirect evidence on intended and unanticipated outputs. In the absence of sufficient data (as direct evidence), indirect evidence (such as project outcomes and other pertinent processes/elements of the causal chain) should be used particularly in the evaluation of the extent to which the project is expected to achieve its stated results/ objectives. The absence of sufficient data to assess the effectiveness should be indicated (and clearly detailed in the PCR quality evaluation section). The PCR score should equally be indicated in this section.

The review is convinced by the PCR's account that the effectiveness of the project in delivering intended outputs is satisfactory (3).

The key intended outputs of the project were delivered, that is the provision of a 143km road with Double Bituminous Surface Treatment (DBST) standard road of 6.0m wide carriageway and 2x1.5m shoulders from Nyakahita through Ibanda to Kamwenge (143km). The completion rate was 100% as planned resulting in zero variance. The project delivered the road as can be tracked on <https://www.unra.go.ug/>, <https://www.unra.go.ug/images/stories/notices/att8qagf.pdf>

Output execution rate stood at 83% and resonated with the SMART indicators and targets defined in the RLF. The review confirmed functionality of the output using converging multiple independent lines of evidence indicated in this report (See Lines of Evidence).

The ESMP and the RAP, and HIV&AIDS/STI components were fully implemented as planned. It is noted by the review that bankable and detailed engineering design studies for two roads were undertaken and completed. The Nyakahita – Ibanda – Kamwenge road has been constructed as designed and in accordance with the specifications and standards of the Ministry of Works and Transport. The road has increased the length of bitumen roads in the national network of main roads.

The project led to integration, improved the efficiency and capacity of the transportation system likely to result in economic and social development and downstream opportunities. However, the outputs suffered a deficiency of 21 months delay due to procurement.

According to the PCR mission, road safety component of the project was still under procurement resulting in a deficiency as this was not completed. The review believes that road safety is critical in serving lives and reducing the carnage arising from national roads.

The following Table summarizes the actual scope at completion and shows that, in general, the project has been implemented as planned at appraisal.

However, at the PCR preparation, the road safety awareness campaign was under procurement and the feasibility study as well as detailed engineering design on Kayunga – Galiraya road were ongoing and completed in May 2015 as confirmed by the Bank mission in June 2015.

items	Scope at appraisal	Scope at implementation	Comments
Double Bituminous Surface Treatment (DBST) standard road of 6.0m wide carriageway and 2x1.5m shoulders from Nyakahita through Ibanda to Kamwenge (143km).	143 km	143 km	The Nyakahita – Ibanda – Kamwenge road has been constructed as designed and in accordance with the specifications and standards of the Ministry of Works and Transport. The road works are of good quality. There were however concerns about the riding quality of the Nyakahita-Kazo section and the Bank advised UNRA to verify and ensure compliance with the specifications.
Axle load control	1	1	A weighbridge station was constructed as foreseen.
ESMP implemented and all project affected persons (PAP) fully compensated and timely relocated in accordance with the RAP.	1,033	1,033	The ESMP and RAP were fully implemented. All PAP (29 buildings, 330 buildings partially affected and 674 crop and tree) in the road reserve were compensated in accordance with the Resettlement Action Plan.
Construction workers and local communities sensitized and fully informed about HIV&AIDS/STI	33 settlements	33 settlements	The HIV/AIDS services were provided during the construction of the civil works for all residents in the 33 identified settlements in the road's area of influence.
Feasibility study and detailed engineering design and bidding documents produced for Kayunga – Galiraya and Hoima – Butiaba - Wanseko roads	2	2	At PCR preparation in September 2014, only the feasibility study and detailed engineering design of Hoima- Butiaba- Wansekotwo road was completed. For Kayunga – Galiraya road, it was achieved in May 2015.
Road Safety: Residents to be sensitized on road safety.	1	0	Not yet implemented at PCR preparation but completed later as

			confirmed by Bank mission in June 2015.
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d. Effectiveness in delivering outcomes:

Evaluation of the extent to which the project achieved its intended set of outcomes (including for Program Based Operations (PBOs) where complementary measures are necessary for their implementation, namely public awareness, policy dialogue and institutional arrangements for instance). The evaluator should make an assessment based on the results of the last project Implementation Progress and Results (IPR). The evaluator shall indicate the degree to which project outcomes (intended and unanticipated) as well as reasons for any eventual gap were discussed in the PCR.

The review does not confirm that the performance of project effectiveness in delivering intended outcomes is highly satisfactory (4) as rated by PCR and assesses it as satisfactory (3).

The project largely achieved the planned outcomes. The review finds that three out of four intended outcome indicators namely a reduction in travel time, reduction in transport cost on the project road, increased incomes and access to markets, increased movement of people, viability of the Kayunga – Galiraya and Hoima – Butiaba – Wanseko roads, goods and services and increased improvement in the quality of lives was realised. Overall, the PCR rate the improvement and safety of the transportation services for the population of western Uganda through Reduction in vehicle operating costs was rated 83%. Ultimately, the overall outcome delivery rate is satisfactory.

According to the PCR, the upgrading of the Nyakahita – Ibanda – Kamwenge road has provided improved access to markets for communities living in its impact area. Transport costs and travel times have reduced. Both cattle herders and agricultural farmers are earning better prices from cattle sales and from sales of agricultural produce; and their household incomes have been considerably enhanced.

Paved national road network in fair and good condition in the three districts increased from 52% in 2009 to 100% in 2014 as expected at appraisal.

The weighted Annual Average daily Traffic (AADT) for the entire road in 2014 was estimated at appraisal at 2,959 vehicles while the actual at PCR in 2014 was 2174 AADT as per UNRA November 2014 traffic count. This is 27% less than the appraisal projection. The main reason for the decline in the traffic was due to the incompleteness of the Kamwenge – Fort Portal road, which was under construction under the World Bank financing. At appraisal, there was an assumption that the entire 209 km of the road (Nyakahita- Fort Portal) would be completed in 2014, even though the Bank was financing only 143 km.

Outcomes deficiency: It is emphasized by this review that the PCR did not track and report two other critical outcomes namely the reduced fatality rates by 3 %-age points per annum for next 10 years from current average of 8.5/10,000 vehicles. (Road specific baseline to be collected during implementation) and the average HDI of western Uganda to increase by 5% from 0.563 in 2009 to 0.591 in 2014.

The target was to reduce composite Vehicle Operating Costs (VOCs) per vehicle km by 48% from US\$ 0.839 in 2009 to US\$ 0.435 in 2014. The average actual VOC was estimated, in 2014, at US\$ 0.503, i.e., 86% of the target.

The target was to reduce average travel time by 38 % from 4 hrs in 2009 to 2.5 hrs in 2014. Travel time

on the entire road (Nyakahita –Ibanda – Kamwenge) was reduced by 50% from 4 to 2 hours, i.e., 133% of the target.

e. Project development outcome:

The ratings derived for outcomes and output are combined to assess the progress the project has made towards realizing its development objectives, based on the rating methodology recommended in the Staff Guidance Note on project completion reporting and rating (see IPR Guidance Note for further instruction on development objective rating).

The review does not confirm that the performance of project development outcome is highly satisfactory (4) as rated by PCR and assesses it as satisfactory (3).

The execution of intended outputs and outcomes indicators were found both convincingly satisfactory resulting in a satisfactory development outcome (based on the rating methodology recommended in the Staff Guidance Note Project Completion Reporting and Rating August 2012). The delay constraint is noted as a deficiency. The likelihood of the project achieving its intended outputs and outcomes is satisfactory. However, the review finds conflicting explanatory notes on road safety not clear enough whether it was attained with a delay or not.

f. Beneficiaries:

Using evidence, the evaluator should provide an assessment of the relevance of the total number of beneficiaries by categories and disaggregated by sex.

The PCR confirmed that, the appraisal planned that, at project completion, total population in project area, estimated at 800,000 inhabitants consisting of 674 households, would profit from the project. In 2014, actual beneficiaries were valued at 927,000 inhabitants consisting of about 820 households in the project area, i.e., 116% of the estimated population at appraisal.

The project was gender sensitive and inclusive in the sense that a reasonable percentage of women was anticipated, in 2014, at 52%.

g. Unanticipated additional outcomes (positive or negative, not taken into consideration in the project logical framework):

This includes gender, climate change, as well as social and socio-economic- related issues. Provide an assessment of the extent to which intended or unanticipated additional and important outcomes have been taken into consideration by the PCR. The assessment should also look at the manner the PCR accounted for these outcomes.

The PCR stated two unanticipated additional positive outcomes - socio economic and gender both of medium impact- listed below:

Social-economic: Several growth centres along the existing road have expanded; the major centres being Nyakahiita, Rushere, Kazo, Iband and Kamwenge and these bring general merchandise nearer to the people.

Gender: Reduced time to health centres enables expectant mothers to gain quick access to medical care centres, reducing chances of loss of life.

The project is expected to have generated an employment impact for locals through routine maintenance of the project road.

EFFICIENCY

h. Timeliness:

The timeliness of project implementation is based on a comparison between the planned and actual period of implementation from the date of effectiveness for first disbursement. For Programme Based Operations (PBOs), the timely release of the tranche(s) are assessed through this same criterion.

The review sets aside the judgement of the PCR that the timeliness of project implementation is satisfactory (3) and scores it highly satisfactory (4)

The ratio of planned and actual implementation time is, then, 1.13. Accordingly, based on the rating methodology recommended in the Staff Guidance Note on project completion reporting and rating (August 2012), **the review concurs with the PCR in rating the performance of Timeliness as highly satisfactory (4).**

The project was initially planned for a period of 36 months with a completion scheduled for end of July 2014. Actually, the physical works were planned and executed over 3 –year period, from March 2011 to March 2014 in accordance with the agreed implementation period of the works contract indicating 4 months behind schedule. The PCR presented two different calculations of timeliness, one being correct and another wrong.

As per PCR, the physical works were planned and executed over 3 –year period, from March 2011 to March 2014 in accordance with the agreed schedule. The Road safety component is under procurement. The “Other Conditions” of the loan agreement for the project relating to submission of Axle-Load Control Annual Report and Bi-Annual Regular Traffic Counts were not adhered to by the Government.

i. Resource use efficiency:

Provide and assessment of physical implementation (based on outputs delivered) against resources used (based on cumulative commitments) at completion for all contributors to the project (the Bank, Government, and others). This criterion would normally not apply to PBOs, as there is often no direct link between the outputs and the amount of contribution (in which case the rater would indicate

N/A).

The review confirms that the resource use efficiency of the project is highly satisfactory (4).

The Bank has disbursed UA 70.684 million representing 88.4% of the approved Loan. The government is supposed to disburse 100% of its expected counterpart. The ratio of the median percentage physical implementation of the project outputs and commitment rate is then 1.09, thus converging with the fact that the project delivered all or more outputs than expected with the available budget.

Accordingly, the review confirms that the performance of the Resource use efficiency is highly satisfactory (4) as rated by PCR.

j. Cost-benefit analysis:

Provide an assessment of the timeliness of the development outputs, and the extent to which costs of the costs have been effective and have been provided in the most efficient manner. The PCR rating should be discussed. The evaluator should verify whether the benefits of the project (achieved or expected) exceed its actual costs. To achieve this, evidences will mainly be based on a comparison between Economic Rates of Return (ERR) calculated at appraisal, the mid-term review and completion. When commenting PCR ratings, the degree of utilization of valid sources for evidence justifying the rating assigned should be taken into consideration. The evaluator should ensure of the validity of assumptions and that the same model was used for the calculation of others ERRs. For PBOs for which this calculation model does not apply, an assessment could be done with regards to the contribution of policy reforms to economic growth. In the absence of sufficient evidence, an appropriate rating should be assigned.

The review finds that the cost benefit analysis of the project is highly satisfactory (4).

The PCR did not rate the cost benefit analysis of the project.

At appraisal , the methodology for the economic analysis was based on cost benefit analysis by comparing the “with” and “without “ project scenarios over a period of 20 years, using the Highway Development and Management Model (HDM-4). The PCR stated having used the same methodology.

The economic analysis undertaken at project appraisal indicated an economic internal rate of return (EIRR) of 20%. The re-calculated EIRR at PCR using the same process and taking account of the final cost and current traffic flows was found to be 13.5% which is lower than the appraisal estimate due to the traffic decline. However, the recalculated EIRR remained higher than the 12% opportunity cost of capital in Uganda.

As per PCR, the weighted Annual Average daily Traffic (AADT) for the entire road in 2014 was estimated at appraisal at 2959 vehicles while the actual at PCR in 2014 is 2174 AADT, as per UNRA November 2014 traffic count. This is 26.5% less that the appraisal projection. The main reason for the decline in the traffic is due to the incompleteness of the Kamwenge – Fort Portal road, which is under construction under the World Bank financing. At appraisal, there was an assumption that the entire 209 km of the road (Nyakahita- Fort Portal) will be completed in 2014, even though the Bank was financing only 143 km. The financial cost on the Nyakahita – Ibanda –Kamwenge road was valued at US\$1.076

million per kilometre for DBST intervention at Appraisal and the economic analysis done at project appraisal indicated an economic internal rate of return (EIRR) of 20%. The re-calculated EIRR at PCR using the same process and taking account of the final costs (USD1.01 million per km) and current traffic flows of 2174 is found to be 13.5%, which is higher than the 12% opportunity cost of capital in Uganda. The EIRR at project completion is 13.5%, lower than the appraisal estimate due to the above mentioned traffic decline.

Tracking the PCR shows that the annual average composite VOC is estimated at USD 0.839/veh-km on the existing poor gravel road (2009) and was projected to be reduced by 48% to USD 0.435/veh-km when the project road is completed and open to traffic in 2014. The PCR composite VOC is found to be 0.368, which is 15% less than the forecasted estimate. During the same period, average travel time was projected to reduce by 38% from 4 hours on the gravel road to 2.5 hours.

During the PCR mission, observation recorded evidence pointing towards the reduction in travel time, improved road transport services, reduction of road maintenance and enhanced economic development constitute the main benefits of the upgraded project road.

Evidence to this effect was that the travel time has actually reduced by 50% from 4 hours to 2 hours. During the PCR, it is observed that the Mbarara – Kasese – Fort Portal and Mbarara – Bwizibwera–Ibanda road traffic are now diverted to the project road due to reduced travel distance and time saving. A 2014 traffic count did not however undertake Origin Destination survey and the information could not be available.

k. Implementation progress:

The assessment of the Implementation Progress (IP) on the PCR is derived from the updated IPR and takes into account the all applicable IP criteria assessed under the three categories : i) Compliance with covenants (project covenants, environmental and social safeguards and audit compliance), ii) project systems and procedures (procurement, financial management and monitoring and evaluation), and iii) project execution and financing (disbursement, budget commitments, counterpart funding and co-financing).

The review validates the PCR rating of the performance of the implementation progress is satisfactory (3).

The Implementation Progress report (IPR) is not attached to the PCR.

The GOU fulfilled the conditions precedent (with concerns though) to entry into force for the loan agreement and the conditions prior to first disbursement of the loan required by the Bank towards the financing of the project road. The Auditor General of Uganda undertook the external audits of the project, however submission of the reports was often late and moreover not all the reports were submitted and accepted by the Bank.

There were thus no undue delays in the initial phases of project implementation as the actual project implementation was timely with contractors and the supervision consultants handing over the works as scheduled. Some contractors were however not likely to complete their obligations on time, <http://www.oag.go.ug/wp-content/uploads/2015/06/Volume-2B-Annual-Report-of-the-Auditor-General-For-the-Year-ended-30th-June-2014.pdf>

No complexity was recorded in the project and the executing agency monitored the project well. The

Bank approved the short-lists of consultants for the two studies and project audit at various dates in 2009 and 2010.

However it is noted that there were concerns about the riding quality of the Nyakahita-Kazo section. The Bank advised UNRA to verify and ensure compliance with the specifications. The other concern relates to the “Other Conditions” of the loan agreement for the project relating to submission of Axle-Load Control Annual Report and Bi-Annual Regular Traffic Counts were not adhered to by the Government over and above delayed parliamentary ratification. Another concern was the lack of proper record-keeping by UNRA with regard to readily available and up-to-date project costs.

The delay to achieve effectiveness is a concern and therefore delayed parliamentary ratification need to be addressed through stakeholder consultations and right of way acquisition to be done in time in future. It is necessary in this regard for the Bank to follow up on the executing agency with respect to fulfillment of “other conditions”, accompanied by periodic reporting on the issues.

SUSTAINABILITY

l. Financial sustainability:

Provide an assessment of the extent to which funding mechanisms and modalities (eg. Tariffs, user fees, maintenance fees, budgetary allocations, other stakeholder contributions, aid flows, etc.) have been put in place to ensure the continued flow of benefits after completion, with particular emphasis on financial sustainability. For PBOs, the assessment should focus on financial sustainability of reforms, as well as the Bank’s policy dialogue to promote financial sustainability of the reforms.

The review confirms that the financial sustainability is satisfactory (3) as rated by the PCR.

The PCR confirms that the Road Maintenance Division, within the Directorate of Operations of UNRA, is directly responsible for maintaining the classified national road network. The report outlines that the road maintenance is financed by the Uganda Road Fund (URF). The dedicated Road Fund receives annual budgetary allocations from the Ministry of Finance for the maintenance of roads. The URF is supposed to derive its revenues mainly from road user charges like fuel levies, transit charges and overloading fees. The PCR considers that the allocations have shown an upward trend in recent years in accordance with the maintenance requirements of the national road network and also in line with the capability of the road agencies to execute maintenance operations.

The main problem for the project is likely to adversely affect the technical sustainability of the road and its serviceability is the frequent land/mudslides which occur in the mountainous area in which the road is located. The PCR reports that UNRA has planned to design measures for dealing with the problem through term contracting and acquisition of appropriate equipment.

The government needs to appropriately consider allocation of adequate funds for the routine and periodic maintenance to ensure the sustainability of the project. It is indeed a requirement of the loan for Government to provide adequate funds for the routine and periodic maintenance of the road project.

m. Institutional sustainability and strengthening of capacities:

Provide an assessment of the extent to which the project has contributed to the strengthening of institutional capacities – including for instance through the use of country systems – that will continue to facilitate the continued flow of benefits associated with the project. An appreciation should be made with regards to whether or not improved governance practices or improved skills, procedures, incentives,

structures, or institutional mechanisms came into effect as a result of the operation. For PBOs, this should include an assessment on the contributions made to building the capacity to lead and manage the policy reform process; the extent to which the political economy of decision making was conducive to reform; the Government's commitment to reform; and how the design reinforced national ownership.

The review does not confirm that the institutional sustainability and strengthening of capacities is satisfactory (3) as rated by PCR and assesses it as unsatisfactory (2).

The Executing Agency was the Uganda National Roads Authority (UNRA) which had been established in July 2008 as an autonomous institution through an Act of Parliament of 2006 and had been made responsible for overall planning, construction, maintenance, and management of the country's national road network. The Road Maintenance Division, within the Directorate of Operations of UNRA, was directly responsible for maintaining the classified national road network. The project road routine maintenance was to be handled and followed up in accordance with the GOU maintenance program by the concerned UNRA maintenance station.

The PCR outlines that UNRA was not able to cope with the maintenance requirements of the public road network. The equipment at its disposal was not enough to enable them fulfil their maintenance roles as required and above all the fund allocation to maintenance was very low and not sufficient. Axle-load monitoring and control also were to need to be fully effective in order to minimize the damaging effects of heavy truck on public roads.

The PCR points out, also, that, given the expanding network of public roads and increased responsibilities for implementation of Roads Sector Development Programmes, the capacity of UNRA was to need strengthening. The task of maintenance of roads required mobilization of enhanced management, more trained manpower and equipment resources, besides a substantial augmentation of domestic private sector capability. UNRA operations needed reviewing to make the organisation better equipped and adequately responsive to the maintenance requirements of the public network.

The review found insufficiencies in that the UNRA operations need reviewing to make the organisation better equipped and adequately responsive to the maintenance requirements of the public network, equipment limitations, cope with the maintenance requirements of the public road network, the inadequacy of human and equipment resources at its disposal to enable it fulfil its maintenance roles as required including Axle load monitoring and penalty system.

The PCR mission observed that that the expanding network of public roads and increased responsibilities for implementation of Roads Sector Development Programmes, requires mobilization of enhanced management, more trained manpower and equipment resources, besides a substantial augmentation of domestic private sector capability.

n. Ownership and sustainability of partnerships:

Provide an assessment of whether the project has effectively involved relevant stakeholders, promoted a sense of ownership amongst the beneficiaries (both men and women) and put in place effective partnerships with relevant stakeholders (eg. local authorities, civil society organizations, private sector, donors) as required for the continued maintenance of the project outputs. For PBOs, the assessment should measure the extent to which the Government's capacity to conduct consultations during policy dialogue and the extent to which the Bank supported the Government in deepening the consultation processes.

The review confirms that the ownership and sustainability of partnerships is rated satisfactory (3) as scored by the PCR.

The PCR confirmed that the project had been planned, designed and implemented as a GOU operation. Local communities/ stakeholders/ beneficiaries had been informed and had fully participated during project implementation. The project was implemented through use of contractors and consultants. A project coordinator from UNRA acted as a link between Government and all stakeholders including the Bank. District authorities were among the main beneficiaries of public road networks in their respective localities. They fully welcomed the provision of road infrastructures in their localities and also participated in sensitization of the public to safe guard the road furniture from vandalism.

The form of involvement took extensive consultations during project design, preparation and implementation as well as full participation in road safety awareness campaigns, sensitization of the public to safe guard road safety signs from vandalism. HIV&AIDS/STI control programmes, attendance at health care clinics.

Development Partners also financed institutional reforms and capacity building for the road sector. The achievements and impact of assistance by such donors in capacity building in the sector has become a cornerstone of future capacity building and a major factor in ensuring the sustainability of the investments in the road sector. This has become possible because of (i) the Government's commitment and ownership of the road sector programme and (ii) a focused and co-ordinated approach by the donors, including the Bank.

The World Bank as a development partner took over financing of the remaining section from Kamwenge to Fort Portal to enable the project achieve its full objectives.

o. Environmental and social sustainability:

Provide an assessment of the objectivity of the PCR rating on the project's implementation of environmental and social mitigation/enhancement measures with regard to the Environmental and Social Management Plan (ESMP), the capacity of country institutions and systems, as well as the availability of funding to ensure the environmental and social sustainability of the operation. This criterion would normally only apply to Environmental Category I and II projects.

The review concurs with the PCR in rating the environmental and social sustainability as satisfactory (3).

The PCR confirmed that the project road had followed the existing alignment and did not pass through any area that had been designated as environmentally sensitive such as natural parks, game reserves; wild life corridors, archaeological sites and habitat of any endangered species. Thus, the disturbance to the surrounding habitat was minimal and did not lead to either major environmental disruption or major social resettlement. The upgraded project road was however classified as Category 1 project.

The project met the ESM requirements as outlined in the PCR as summarised by the following measures:

- The project road followed the existing alignment and did not pass through any area that has been designated as environmentally sensitive such as natural parks, game reserves; wild life corridors, archaeological sites and habitat of any endangered species. Thus, the disturbance to the surrounding habitat was minimal and did not lead to either major environmental disruption or major social resettlement.

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- The anticipated environmental impacts were removal of trees caused by road widening, generation of dust and emissions from construction machinery and equipment, sedimentation and erosion from earthworks, etc.
 - Due diligence on the implementation of the environmental safeguards for the project found that the ESMP monitoring reports adequately assessed the potential environmental issues, and that the contractors had implemented mitigation measures during the construction stage. The restoration of all the borrow pits and quarries was closely monitored for compliance by UNRA Environmental and Monitoring Unit and by the National Environmental Management Authority.
 - An environment impact assessment was undertaken in consultation with the country's National Environment Management Authority (NEMA) and an ESMP prepared to aid monitoring of compliance to environment and social safeguards during project implementation; the contractor implemented mitigation measures during the construction of the works.
 - At Appraisal, the upgraded project road was classified as Category 1 and the Environmental and social management plan was implemented. All material borrow pits were rehabilitated.
 - The improved road has made it possible for residents in the vicinity areas to gain access to markets, incomes, health, educational, social and administrative facilities with minimal delays.
 - Moreover, entrepreneurs in the roads' impact areas have witnessed their businesses expand and new ones emerge. The trading centres have visibly grown bigger with new commercial houses being built.

The employment opportunities for the rural people were increased. Poverty alleviation was facilitated by the road project by allowing all year access for rural residents to markets, stimulating agriculture (both food and cash crops) and trade, leading to all round enhancements in family incomes. Family incomes are estimated to have augmented by 15%. The improved road has made it possible for residents in the vicinity areas to gain access to health, educational, social and administrative facilities, eliminating delays during the rainy seasons. Moreover, entrepreneurs in the roads'.

The PCR does not mention the actual compensation of affected residents and their quantum.

4. PERFORMANCE OF STAKEHOLDERS

a. Bank performance:

(Preparation/approval, ensure of Quality at Entry (QAE) : quality of the supervision, completion) : Provide observations on the objectivity of the PCR ratings and feedback provided by the Borrower, and if necessary, re-assess the Bank's performance throughout the project cycle (design, implementation, completion) by focusing on evidence from the PCR in relation to 7 criteria defined in the PCR Guidance Note.

The review validates that the Bank performance was highly satisfactory (4) as rated by the PCR.

The PCR pointed out that the Bank had provided close and extensive project supervision and review missions throughout the period of the project.

Since inception, the Bank, supervised the project twice a year. Bank's missions assisted the Executing Agency to address managerial and technical aspects of the Project that helped to expedite project implementation. In each of the missions, field inspections were conducted followed by an analysis and discussion of observations including debriefing sessions held with the GOU officials, the results of

which were co-signed in the respective aide memoires of the missions. UGFO played a major role in facilitating implementation of project activities and ensuring that the process was compliant with the Bank's Rules of Procedures. The Bank also provided prompt response to GOU requests and was proactive in its monitoring.

Responsibility for project implementation was clearly defined at Appraisal as provided in Bank's Rules and Procedures on procurement. The necessary implementation documents in respect of road designs, specifications and ESM were ready at appraisal.

b. Borrower performance:

Provide observations on the objectivity of the PCR ratings, and if necessary, re-assess the Borrower's performance throughout the project cycle (design, implementation, completion) by focusing on evidence from the PCR in relation to questions defined in the PCR Guidance Note.

The review concurs with the PCR in rating the borrower performance as satisfactory (3).

The PCR substantiates that the performance of the Government of Uganda, through UNRA as the Project's Executing Agency, had been satisfactory in ensuring overall project implementation and achievement of the results indicated in this report. The government has also done well in terms of disbursement of counterpart funding. Thus the GOU met its disbursement commitments of counterpart funding and ensured that the project was prepared and implemented in compliance with covenants, agreements and safeguards agreed with the Bank, and further did well in terms of its responsiveness to supervision recommendations.

According to the PCR, the GOU ensured that the project was prepared and implemented in compliance with covenants, agreements and safeguards agreed with the Bank, and further did well in terms of its responsiveness to supervision recommendations.

However, there were delays in submitting audit reports and quarterly progress reports. The quality of the reports was raised as a concern. UNRA assigned a project engineer in addition to the project coordinator who visited works at least once a month. Project procurement, financial management, and monitoring conformed to the Bank's rules of procedures. The AG report on the project did not find establish any material issues. <http://www.oag.go.ug/wp-content/uploads/2015/06/Volume-2B-Annual-Report-of-the-Auditor-General-For-the-Year-ended-30th-June-2014.pdf>

c. Performance of other stakeholders:

Provide observations on the objectivity of the PCR ratings, and if necessary, re-assess the other shareholders' performance throughout the project cycle (design, implementation, completion) by focusing on evidence from the PCR in relation to relevant questions specific to each stakeholder (co-financiers, NGO, contractors and service providers).

The review confirms that the performance of other stakeholders was satisfactory (3) as rated by the PCR.

The performance of the contractors and supervision consultants was satisfactory as evidenced by quality of the completed works and their financial and technical capacity to execute the project. The World Bank came in time to finance the extension of the project road from Kamwenge to Fort Portal which contributed to the attainment of the initial goal of the project road, i.e., connecting Mbarara with Fort Portal without going via Kampala. The consultants for the studies also performed satisfactorily.

5. SUMMARY OF OVERALL PROJECT PERFORMANCE

a. Overall assessment:

Provide a summary of the project/programme's overall performance based on the PCR 4 key components (Relevance, Effectiveness, Efficiency and Sustainability). Any difference with the PCR and the reasons that have resulted in them should be mentioned. For cases with insufficient evidence (from the PCR and other documents) available, the evaluator should assign a partly satisfactory rating (to be revised) until a PPAR is complete.

Succinctly based on the 4 key rating dimensions (Relevance, Effectiveness, Efficiency and Sustainability), the overall performance of the project was satisfactory in achieving most of its intended outputs and outcomes as formulated at appraisal.

The project resulted in the construction of the planned road and opened to utilisation. The majority of indicators and targets (90%) were attained by the project. Maintenance capacity and equipment to do so is noted as a constraint. It delivered on its purpose as set out to improve road access in rural areas of western Uganda (Kiruhura, Ibanda and Kamwenge districts) by upgrading the Nyakahita – Ibanda – Kamwenge road from gravel to bitumen standard; and assess the feasibility of investing in the Kayunga – Galiraya and Hoima – Butiaba - Wanseko roads. Thus the project improved access in rural areas of western Uganda (Kiruhura, Ibanda and Kamwenge districts) by upgrading the Nyakahita – Ibanda – Kamwenge road from gravel to bitumen standard; and assessed the feasibility of investing in the Kayunga – Galiraya and Hoima –Butiaba - Wanseko roads. It also induced changes in and led to safe transportation services for the population of western Uganda through reduction in travel time and cost, increased movement of people, goods and services and established viability of the Kayunga – Galiraya and Hoima – Butiaba - Wanseko roads(technically, economically, environmentally and socially). The review tracked the different roads in Uganda and confirmed the output, <https://www.unra.go.ug/> and https://en.wikipedia.org/wiki/Kampala%E2%80%93Masaka_Road

Thus in summary, the provision of a new road with Double Bituminous Surface Treatment (DBST) 6.0 m carriageway and 1.50 m shoulders on either side between Nyakahita through Ibanda to Kamwenge (143km) has been achieved; this component has produced instant impacts on the lives of the

beneficiaries in the project area. The Environmental and Social Management Plan (ESMP) and the Resettlement Action Plan (RAP), and Immuno Virus /Acquired Immune Deficiency Syndrome/ Sexually Transmitted Infections (HIV&AIDS/STI) components were fully implemented. Road safety campaigns were undertaken along the project road and communities sensitized. Feasibility and detailed engineering design studies for two roads were undertaken and completed. The project effectiveness has been therefore satisfactory.

The main development objectives of the project have been achieved. The road has impacted on the livelihoods of the communities in its zone of influence. Accessibility to agricultural inputs and markets for farm produce has increased significantly, leading to increase in household incomes. Vehicle Operating Costs (VOCs) have reduced by some 48%, and travel times have also reduced by 50%.

b. Design, implementation and utilization of the M&E (appreciation of the evaluator):

Provide an assessment of planned and actual cost of the design, implementation and utilization of the M&E system. Design : To which extent the project M&E system was explicit, adequate and realistic to generate and analyse relevant data ; Implementation : To which extent relevant data was collected – Elements of M&E implementation and effectiveness in the PCR ; Utilization : degree of utilization of data generated for decision-making and resource allocation – elements of M&E utilization in the PCR.

The PCR was silent on Monitoring & Evaluation system that was used for the project implementation. The information of this Section has been collected in the Quarterly Progress Report No. 21 dated October 2013 ((Progress as of 30th September 2013).

At appraisal, indicators for monitoring and evaluating project performance were included in the Project log-frame. UNRA was to be responsible for monitoring the project implementation and to prepare quarterly project progress reports including the implementation of the ESMP in line with the Bank's format covering all aspects of the project. The reports were to be forwarded to the Bank not later than one month after the end of each quarter. They were to include progress achieved against agreed implementation and disbursement schedules, key performance indicators, work programmes and cost estimates for the next quarter. The progress report was to provide updated information on project implementation, highlighting key issues and problem areas, and recommending action plans for resolving identified bottlenecks. Additional indicators, however, were to be included to measure project impacts. These indicators were to include (i) transport costs and travel time for specific types of vehicles and trips, (ii) transport fares and freight charges, (iii) accessibility index, (iv) accident rates, (v) jobs created in construction and maintenance, (vi) Gender empowerment and (vii) HIV/AIDS prevalence. At the beginning of project implementation, the Supervision consultant was to establish baseline and target values for the indicators. The indicators should measure at project inception, completion, and 3 years later, and results compared with the baseline. The Bank was to supervise the project implementation by visiting the project twice a year. A mid-term review was to be undertaken during the second year of implementation to identify any major constraints facing the project and agree with the Borrower and executing agency on the required corrective measures. The Bank's Uganda Field Office was to assist in launching and supervising the implementation of the project.

At the project start up, supervision and monitoring of the implementation of the project was under the

UNRA Directorate of Projects. As agreed at appraisal, the Directorate was adequately staffed and the Director was assisted by the Project Co-ordinator who was responsible for overall monitoring of the activities of the project and serves as a contact person for all the parties involved in the project. The Project Co-ordinator together with the Project Engineer also work closely with the Environmental Specialist to monitor the Environmental and Social Management Plan (ESMP) and the Land Acquisition Specialist in monitoring the Valuation and Compensation of people affected by the project for the Acquisition of the Right of Way.

The PCR confirmed the role of the GOU to ensure that the project was prepared and implemented in compliance with covenants, agreements and safeguards as was agreed with the Bank, and was responsive to recommendations of supervision missions. Project procurement, financial management, and monitoring conformed to the Bank's rules of procedures. Audit and quarterly progress reports were submitted regularly, but not in timely manner. It is noted that the review found the inputs, beneficiaries, indicators, SMART targets, risks, outputs and outcomes clear, reasonable and sharply converging with the R SSP3 Results Matrix as contained in the Appraisal report, [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Uganda - Road Sector Support Project 3 - Appraisal Report.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Uganda_-_Road_Sector_Support_Project_3_-_Appraisal_Report.pdf)

6. EVALUATION OF KEY LESSONS LEARNED AND RECOMMENDATIONS

a. Lessons learned:

Provide a brief description of any agreement/disagreement with all or part of the lessons learned from the PCR after analysis of the project performance with regards to each of the key components of the evaluation (Relevance, Effectiveness, Efficiency, and Sustainability). List the PCR main new and/or reformulated pertinent (and generic) lessons learned for each of these components here. It is recommended that no more than five lessons learned are discussed. Key questions and targeted audience must also be specified for each lesson learned.

The PCR provided useful lessons and recommendations, the most important of which are re-formulated and presented by the review as follows:

Existence of well-articulated GOU Road Sub-sector policy: Well-articulated sectoral policy documents constituted a good guide for the Bank intervention in the transport sector. Government of Uganda had in place Road Sector Development Programme (RSDP) , Poverty Eradication Action Plan, National Development Plan, all of which concord with Bank's strategies and priorities.

Closely monitor the evolution of price indices of construction materials: The project has faced significant increase in cost of price adjustment mainly due to increase in price of materials. Price indices of constructions materials need to be monitored closely/carefully to avoid increases in cost of variation of price.

Adequacy of routine and periodic maintenance: In order that assets created by Bank's assistance benefits the residents of the project areas, Government needs to undertake routine and periodic maintenance of project road in a timely manner. Inadequate flow of resources for routine and periodic maintenance would threaten the long term viability of the project. The formation of second generation road fund is vital.

Project Audit Reports need to be submitted in a timely manner: To be useful in taking quick corrective action on audit recommendations, project audit reports should be submitted in a timely manner.

b. Recommendations:

Provide a brief description of any agreement/ disagreement with all or part of the recommendations from the PCR. List the PCR main new and/or reformulated recommendations (requiring more actions by the Borrower and/or the Bank) here.

The review found four key recommendations and added a fifth on sustainability.

- (i) **Support of stakeholders:** Involvement of project beneficiaries from project identification through implementation and monitoring is key to ownership of project outputs. Support for road maintenance by development partners is required for the sustainability of the road investment in the country. Action is needed to obtain involvement and support of local communities.
- (ii) **Socio-Environmental Sustainability;** Despite the upgrading works were confined to existing road alignments and in accordance with Government norms for the protection of the environment, encroachment on the road's right of way should be controlled.
- (iii) **Maintenance of the project and Axle load control:** It is important to undertake routine and periodic maintenance in timely manner in order to void premature pavement deterioration/failure. In this regard, UNRA is advised to augment the flow of resources for routine and periodic maintenances and to strengthen its organizational structure.
- (iv) **Fulfillment of Conditions:** It is necessary to pursue the Government/executing agency with regard to fulfillment of "other conditions", accompanied by periodic reporting on the issues.
- (v) **Financial and economic sustainability:** Measures to achieve sustainability should focus on economic and viable pricing. Regular traffic counts should be conducted on the road.

7. COMMENTS ON PCR QUALITY AND TIMELINESS

The overall PCR rating is based on all or part of the criteria presented in the annexe and other: The quality of the PCR is rated as highly satisfactory (4), satisfactory (3), unsatisfactory (2), and highly unsatisfactory (1). Le timeliness of the PCR is rated as on time (4) or late (1). The participation of the Borrower, co-financier, and the bank's external office(s) are rated as follows: Very Good (4), Good (3), Fair (2), Poor (1).

The review considers that the quality of the PCR is satisfactory. The PCR Inbox shows that the PCR was submitted timely. It was prepared 15 months after the project completion. The timeliness of the submission will be checked with the actual dates from the PCR Box.

The PCR has covered most of the key areas. It summarized well the project lifetime and gives an impression of project deliverables. Most of ratings were based on the actual facts and performance of the key actors involved.

The PCR covered some cross cutting issues such required capacity building, gender aspects and environment constraints.

The participation of the borrower and co-financiers was satisfactory.

8. SUMMARY OF THE EVALUATION

This is a summary of both the PCR and IDEV ratings with justification for deviations/comments. Appropriate section of the PCR Evaluation should be indicated in the last column in order to avoid detailed comments. The evaluator must provide a reasonable explanation for each criterion the PCR rating is not validated by IDEV. Consequently, the overall rating of the project could be “equally satisfactory”.

Criteria	PCR	PCREN	Reason for disagreement/ Comments
RELEVANCE	4	4	The strategic thrust and rationale of the project was comprehensive and dovetailed with pro-poor development fundamentals and the socio-economic transformation priorities and agenda for the country and the Bank.
Relevance of project development objective	4	4	The project was aligned with the Bank CSP 2011-2015, TYS, road sector country development priorities, PEAP and strategies and regional integration priorities.
Relevance of project design	4	4	The design was based on the bank several years of experience in the road sector, lessons learnt the past and was executed without modifications.
EFFECTIVENESS			Both outputs and outcomes were satisfactory.
Development objective (DO)	4	3	The project delivered the planned two roads which are underutilisation, hence it contributed to integrating the country. Assessment of the review based on the rating methodology recommended in the Staff Guidance Note (August 2012).
EFFICIENCY			
Timeliness	3	4	The ratio of planned to actual execution was 1.13 hence highly satisfactory. The PCR

			underrated timeliness and offered two different calculations.
Resource use efficiency	4	4	The overall disbursement rate exceeded 88% representing efficient use of project resources, which made it possible for most of the project outputs to be achieved and contribute to the realization of the overall development objectives of the Project. The ratio of the median percentage physical implementation and commitment rate (1) implies that the project delivered all or more outputs than expected with the available budget.
Cost-benefit analysis	4	4	The-calculated EIRR at PCR using the same methodology and taking account of the final costs (USD1.01 million per km) and current traffic flows of 2174 is found to be 13.5%, which is higher than the 12% opportunity cost of capital in Uganda. The EIRR at project completion is 13.5%, lower than the appraisal estimate due to the above mentioned traffic decline.
Implementation progress (IP)	3.5	3	The project met the covenants, financing requirements and procedures. Disbursement delays were incurred to a substantial extent. The IPR was not observed and not attached as a mandatory Annex.
SUSTAINABILITY			
Financial sustainability	3	3	GOU needs to consider allocation of adequate funds for the routine and periodic maintenance. The review notes that the cost recovery and revenue generation measures in place are robust, https://www.unra.go.ug/
Institutional sustainability and strengthening of capacities	3	2	Capacity of UNRA needs strengthening: mobilization of enhanced management, more trained manpower and equipment resources, organization better equipped and adequately responsive to the maintenance requirements of the public network.
Ownership and sustainability of partnerships	3	3	The majority of stakeholders were involved including DAs, local authorities and other Development partners.
Environmental and social sustainability	3	3	Environment impact assessment was undertaken in consultation with NEMA and ESMP prepared. The measures were adequate but concern hovers around axe control load compliance.
OVERALL PROJECT COMPLETION RATING	3.5	3	Result of calculation
Bank performance:	4	4	The Bank was hands-on, supportive, and flexible, exerted adequate oversight, supervision in the project and responded to requests speedily.
Borrower performance:	3	3	High commitment and honouring of

			conditions, adequate oversight was in place despite capacity constraints.
Performance of other shareholders:	3	3	Contractors, development partners committed to their project obligations.
Overall PCR quality:		3	Good

9. PRIORITY FOR FUTURE EVALUATIVE WORK: PROJECT FOR PERFORMANCE EVALUATION REPORT, IMPACT EVALUATION, COUNTRY/SECTOR REVIEWS OR THEMATIC EVALUATION STUDIES:

- Project is part of a series and suitable for cluster evaluation
- Project is a success story
- High priority for impact evaluation
- Performance evaluation is required to sector/country review
- High priority for thematic or special evaluation studies (Country)
- PPER is required because of incomplete validation rating

Major areas of focus for future evaluation work:

- a) Performance evaluation is required for sector/ country review
- b) Cluster evaluation (institutional support)
- c) Sector evaluation (budgetary support or public finance management reforms)

Follow up action by IDEV:

Identify same cluster or sector operations; organize appropriate work or consultation mission to facilitate a), b) and/or c).

Division Manager clearance

Director signing off

Data source for validation:

- Task Manager/ Responsible bank staff interviewed/contacted (in person, by telephone or email)
- Documents/ Database reports

Attachment:

- PCR evaluation note validation sheet of performance ratings
- List of references

PROJECT COMPLETION REPORT EVALUATION NOTE

Validation of PCR performance ratings

PCR rating scale:

Score	Description
4	Very Good – Fully achieved with no shortcomings
3	Good – Mostly achieved despite a few shortcomings
2	Fair – Partially achieved. Shortcomings and achievements are roughly balanced
1	Poor – very limited achievement with extensive shortcomings
UTS	Unable to score/rate
NA	Non Applicable

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
RELEVANCE	Relevance of the project development objective (DO) during implementation	4	4	Project objectives consistent with transport sector goal and in line with the Government Road sector Development Programme (RSDP) 2001/2 - 2010/11. At completion, the project objectives still consistent with the Bank's current Country Strategy Paper (CSP) for the period 2011-2016
	Relevance of project design (from approval to completion)	4	4	Project design worked well, responding to Government's aspirations of providing good quality and reliable transport infrastructure needed in the country. It ensured timely involvement of all stakeholders in the implementation of the project. The same design was extended to facilitate implementation of the project and no changes were made to the design
OVERALL RELEVANCE SCORE		4	4	Result of calculation
EFFECTIVENESS*	Effectiveness in delivering outcomes			
	Outcome1: Reduction in transport cost on the project road	4	3	The target was to reduce Vehicle Operating Costs (VOCs) per vehicle km by 48% from US\$ 0.839 in 2009 to US\$ 0.435 in 2014. Achieved US\$ 0.503 in 2014.
	Outcome2: Reduction in travel time	4	4	Travel time on the entire road (Nyakahita –Ibanda – Kamwenge) was reduced by 50% from 4 to 2 hours, i.e., 133% of the target.
	Outcome3: Increased movement of people, goods and services.	4	3	Actual AADT in 2014 was 2174 AADT. This is 27% less than the appraisal projection. The main reason was due to the incompleteness of the Kamwenge – Fort Portal road, which was under construction under the World Bank financing at PCR preparation. Paved national road network in fair and good condition in the three districts increased from 52% in 2009 to

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
				100% in 2014. This was set in the RLF to increase from 23.9% in 2008 to 36.4% in 2014. The poverty (head count) reduced from 31% in 2007 to 28% in 2015.
	Outcome 4: Established viability of the Kayunga – Galiraya and Hoima – Butiaba – Wanseko roads		3	Final feasibility and detailed engineering design report of Hoima- Butiaba- Wanseko completed and the Kayunga – Galiraya is expected by May 2015.
Effectiveness in delivering output				
	Output1: New road with Double Bituminous Surface Treatment	4	4	143 km Double Bituminous Surface Treatment (DBST) standard road of 6.0m wide carriageway and 2x1.5m shoulders from Nyakahita through Ibanda to Kamwenge. The Nyakahita – Ibanda – Kamwenge road has been constructed as designed and in accordance with the specifications and standards of the Ministry of Works and Transport. The road has increased the length of bitumen roads. https://www.unra.go.ug/index.php/projects/ongoing/43-ongoing-major-projects/on-going-projects/271-kazo-kamwenge-road-75km17 https://www.unra.go.ug/
	Output2: Axle load control	4	4	A weighbridge station was constructed as foreseen.
	Output3: Implementation of ESMP and PAP	4	4	ESMP and RAP fully implemented. PAP (29 buildings, 330 buildings partially affected and 674 crop and tree) compensated as per the RAP.
	Output4: sensitization of workers & local communities	4	3	The HIV/AIDS services were provided during the construction of the civil works for all residents in the 33 identified settlements in the road's area of influence.
	Output5: Feasibility study (FS) and detailed design and bidding documents (DD) produced for Kayunga – Galiraya and Hoima – Butiaba - Wanseko roads.	3	3	At PCR preparation in September 2014, only the feasibility study and detailed engineering design of Hoima- Butiaba- Wansekotwo road was completed. For Kayunga – Galiraya road, it was achieved in May 2015
	Output6: Road Safety: Residents to be sensitized on road safety.	3	3	Not yet implemented at PCR preparation but completed later as confirmed by Bank mission in June 2015.
Development objective (DO)				
	Development objective rating	4	3	Methodology in the Staff Guidance Note on project completion reporting and rating (August 2012) deriving from the ratings of both the effectiveness in delivering outputs and the effectiveness in delivering

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
				outcomes.
Beneficiaries				
	Beneficiary 1: population in direct project area of influence	n/a	n/a	In 2014, actual beneficiaries were estimated at 927,000 inhabitants consisting of about 820 households of which 52% were women, instead of appraisal planned of 800,000 inhabitants consisting of 674 households.
Unanticipated outcomes (positive or negative not considered in the project logical framework) and their level of impact on the project (high, moderate, low)				
	Institutional development	n/a	n/a	n/a
	Gender			Reduced time to health centres enables expectant mothers to gain quick access to medical care centres.
	Environment & climate change	n/a	n/a	n/a
	Poverty reduction	n/a	n/a	Number of Growth/trading Centres have emerged along the project and bring general merchandise nearer to the people.
	Private sector development	n/a	n/a	n/a
	Regional integration	n/a	n/a	n/a
	Other (specify)	n/a	n/a	n/a
EFFECTIVENESS OVERALL SCORE				
EFFICIENCY	Timeliness (based on the initial closing date)	3	4	Project implemented 4 months behind schedule. The ratio of planned and actual implementation time is 1.13. The rating is based on the rating methodology recommended in the Staff Guidance Note on project completion reporting and rating (August 2012)
	Resource used efficiency	4	4	The ratio of the median percentage physical implementation of the project outputs and commitment rate is then 1.09.
	Cost-benefit analysis	4	4	At completion: EIRR 13.5% is lower than the appraisal estimate of 20%. However, the recalculated EIRR remained higher than the 12% opportunity cost of capital in Uganda
	Implementation progress (from the IPR)	3.5	3	The IPR could have been attached.
	Other (specify)	n/a	n/a	
OVERALL EFFICIENCY SCORE				
SUSTAINABILITY	Financial sustainability	3	3	GOU needs to consider allocation of adequate funds for the routine and periodic maintenance. Cost recovery, axle load penalties and revenue generation mechanisms in place are robust.

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
				https://www.unra.go.ug/ . https://www.unra.go.ug/images/stories/issue/2015/issue%205%202015%20unra_001.pdf
	Institutional sustainability and strengthening of capacities	3	2	Capacity of UNRA needs strengthening: mobilization of enhanced management, more trained manpower and equipment resources, organization better equipped and adequately responsive to the maintenance requirements of the public network.
	Ownership and sustainability of partnerships	3	3	The degree and level of involvement of other stakeholders was substantial.
	Environmental and social sustainability	3	3	Continuous maintenance to ensure technical sustainability.
<p>*The rating of the effectiveness component is obtained from the development objective (DO) rating in the latest IPR of the project (see Guidance Note on the IPR).</p> <p>The ratings for outputs and outcomes are determined based on the project's progress towards realizing its targets, and the overall development objective of the project (DO) is obtained by combining the ratings obtained for outputs and outcomes following the method defined in the IPR Guidance Note. The following method is applied: Highly satisfactory (4), Satisfactory (3), Unsatisfactory (2) and Highly unsatisfactory (1).</p>				

Criteria	Sub-criteria	PCR Work score	IDEV review	Reasons for deviation/comments
BANK PERFORMANCE	Proactive identification and resolution of problems at different stage of the project cycle	4	4	The Bank provided close and extensive project supervision throughout the period of the project with 8 field quality missions and adequate skills mix. Bank's missions assisted the Executing Agency to address managerial and technical aspects of the Project that helped to expedite project implementation. The Bank responded timely and acted responsibly in addressing issues raised by the EA. The Bank was effective in meeting its share of the project costs in a timely manner. The bank used several lessons learnt and its cumulative experiences in road sector development. Mitigation measures were realistic and intensive.
	Use of previous lessons learned from previous operations during design and implementation	4	4	
	Promotion of stakeholder participation to strengthen ownership	4	4	
	Enforcement of safeguard and fiduciary requirements	4	4	
	Design and implementation of Monitoring & Evaluation system	4	4	
	Quality of Bank supervision (mix of skills in supervisory teams, etc)	4	4	
	Timeliness of responses to requests	4	4	
OVERALL BANK PERFORMANCE SCORE		4	4	
BORROWER PERFORMANCE	Quality of preparation and implementation	3	3	The Borrower's performance evidenced by meeting loan conditions, the appointment of key staff in UNRA to oversee the implementation activities of the project and the timely disbursement of counterpart funds. The project financial statements and the notes thereon present fairly in all material respects the financial position of
	Compliance with covenants, agreements and safeguards	3	3	
	Provision of timely counterpart funding	3	3	
	Responsiveness to supervision recommendations	3	3	

	Measures taken to establish basis for project sustainability	3	3	Uganda National Roads Authority Road Sector Support Project 3 as at 30th June 2013 and of its receipts and expenditure for the year then ended in accordance with the accounting policies set out under section 10.0 of Appendix 1 and the terms and conditions of ADF funding. The borrower complied with project covenants. A deficiency was noted in axle control measures compliance. http://www.oag.go.ug/wp-content/uploads/2015/06/Volume-2B-Annual-Report-of-the-Auditor-General-For-the-Year-ended-30th-June-2014.pdf
	Timeliness of preparing requests	3	3	
OVERALL BORROWER PERFORMANCE SCORE		3	3	
PERFORMANCE OF OTHER STAKEHOLDERS	Timeliness of disbursements by co-financiers	3	3	Performance of the contractors and supervision consultants was satisfactory. They had financial and technical capacity to execute the project. The consultants for the studies also performed satisfactorily.
	Functioning of collaborative agreements	3	3	
	Quality of policy dialogue with co-financiers (for PBOs only)	3	3	
	Quality of work by service providers	3	3	
	Responsiveness to client demands	3	3	
OVERALL PERFORMANCE OF OTHER STAKEHOLDERS		3	3	
The overall rating is given: Very Good, Good, Fair and Poor.				
(i) Very Good (HS) : 4				
(ii) Good (H) : 3				
(iii) Fair (US) : 2				
(iv) Poor (HUS): 1				

DESIGN, IMPLEMENTATION AND UTILIZATION OF MONITORING AND EVALUATION (M&E)

Criteria	Sub-criteria	IDEV Score	Comments
M&E DESIGN	M&E system is in place, clear, appropriate and realistic	3	Baseline data prepared by the supervision consultant and were made available during works. An Environmental Specialist ensured monitoring of the ESMP and a Land Acquisition Specialist executed the monitoring of the Valuation and
	Monitoring indicators and monitoring plan were duly approved	4	
	Existence of disaggregated gender indicator	2	

Criteria	Sub-criteria	IDEV Score	Comments
	Baseline data were available or collected during the design	3	Compensation of people affected by the project for the Acquisition of the Right of Way.
	Other, specify	n/a	
OVERALL M&E DESIGN SCORE		3	Audit and quarterly progress reports were submitted regularly, but not in timely manner. 52% of the beneficiaries were women, thus the project was gender inclusive.
M&E IMPLEMENTATION	The M&E function is adequately equipped and staffed	3	
OVERALL M&E IMPLEMENTATION SCORE		3	
M&E UTILIZATION	The borrower used the tracking information for decision	3	
OVERALL M&E UTILIZATION SCORE		3	
OVERALL M&E PERFORMANCE SCORE		3	

PCR QUALITY EVALUATION

Criteria	PCR-EVN (1-4)	Comments
QUALITY OF PCR		
1. Extent of quality and completeness of the PCR evidence and analysis to substantiate the ratings of the various sections	4	The PCR provided detailed evidence to go justify its ratings. https://www.unra.go.ug/ https://www.unra.go.ug/images/stories/notices/att8qagf.pdf . The PCR has covered most of the key areas. It summarized well the project deliverables.
2. Extent of objectivity of PCR assessment score	3	Most of ratings were based on the actual facts and performance of the key actors involved. The PCR observed credibility in reporting and is unbiased as shown by triangulating its findings with independent lines of evidence. https://en.wikipedia.org/wiki/Nyakahita%E2%80%93Kazo%E2%80%93Kamwenge%E2%80%93Fort_Portal_Road https://www.afdb.org/fileadmin/uploads/afdb/Documents/Environmental-and-Social-Assessments/Uganda%20RSP3%20%20Nyakahita_Ibanda_Kamwenge%20Road%20Draft%20ESI%20-%20RAP%20Summary%20_PIC_-1.pdf http://www.newvision.co.ug/new_vision/news/1011464/nyakahita-kamwenge-road-construction-starts
3. Extent of internal consistency of PCR assessment ratings; inaccuracies; inconsistencies; (in various sections; between text and ratings; consistency of overall rating with individual component ratings)	3	An inconsistency was noted in the PCR calculation and interpretation of timeliness (page 8 of the PCR). However, Road safety and fatality was not reported in a convincing manner in the PCR. Fewer errors were found in the PCR.
4. Extent of identification and assessment of key factors (internal and exogenous) and unintended effects (positive or negative) affecting design and implementation	n/a	n/a
5. Adequacy of treatment of safeguards, fiduciary issues, and alignment and harmonization	3	The PCR covered adequately some cross cutting issues such required capacity building, gender aspects and environment constraints. http://www.oag.go.ug/wp-content/uploads/2015/06/Volume-2B-Annual-Report-of-the-Auditor-General-For-the-Year-ended-30th-June-2014.pdf
6. Extent of soundness of data generating and analysis process (including rates of returns) in support of PCR assessment	3	Analysis process satisfactory. The PCR provided in-depth data backed by detailed reports and annexes.
7. Overall adequacy of the accessible evidence (from PCR including annexure and other data provided)	3	Sufficient evidence and reports were provided. It was however critical to annex the mandatory IPR.
8. Extent to which lessons learned (and recommendations) are clear and based on the PCR assessment (evidence & analysis)	3	The review found the lessons learned and recommendations useful. A tendency to cross lessons with recommendations was observed.
9. Extent of overall clarity and completeness of the PCR	3	The PCR is factual and comprehensive. It had less than 4 errors which could have been avoided. It

		also presented two different calculations of timeliness.
Other (specify)	n/a	n/a
PCR QUALITY SCORE	3	Good
PCR compliance with guidelines (PCR/OM ; IDEV)		
1. PCR Timeliness (On time = 4; Late= 1)	4	The PCR Box shows that the PCR was submitted timely. The PCR was completed 15 months after the project completion. To be confirmed with the PCR Box.
2. Extent of participation of borrower, Co-financiers & field offices in PCR preparation	3	Field Office participated in PCR mission
3. Other aspect(s) (specify)	n/a	n/a
PCR COMPLIANCE SCORE	3	Good. The PCR meets the requirements of the Staff Guidance on Project Completion Rating and Reporting. The PCR, though, it did not assign some scores against justifying explanatory notes.
*** rated as Very Good (4), or Good (3), or Fair (2), or Poor (1)		

List of Abbreviations

AADT	Annual Average Daily Traffic
AIDS	Acquired Immune Deficiency Syndrome
COMESA	Common Market for East and Southern Africa
CSP	Country Strategy Paper
EAC	East African Community
ESMP	Environmental and Social Management Plan
GOU	Government of Uganda ()
HDI	Human Development Index
HIV	Immuno Virus
NDP	National Development Plan
NEMA	National Environment Management Authority
PAP	Project Affected Persons
PEAP	Ugandan Poverty Eradication and Action Plan
RAFU	Road Agency Formation Unit
RAP	Resettlement Action Plan
RSDP	Road Sector Development Programme
RSISTAP	Road Sector Institutional Support Technical Assistance Project
STI	Sexually Transmitted Infections
UJAS	Uganda Joint Assistance Strategy
UNRA	Uganda National Road Authority
URF	Uganda Road Fund
VOCs	Vehicles Operating Costs

References

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Lines of Evidence

- 1) https://en.wikipedia.org/wiki/Kampala%E2%80%93Masaka_Road
- 2) <https://www.unra.go.ug/>,
- 3) <https://www.unra.go.ug/images/stories/notices/att8qagf.pdf>
- 4) http://www.newvision.co.ug/new_vision/news/1011464/nyakahita-kamwenge-road-construction-starts
- 5) https://en.wikipedia.org/wiki/Nyakahita%E2%80%93Kazo%E2%80%93Kamwenge%E2%80%93Fort_Portal_Road
- 6) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Environmental-and-Social-Assessments/Uganda%20RSSP3%20%20Nyakahita_Ibanda_Kamwenge%20Road%20Draft%20ESIA%20-%20RAP%20Summary%20PIC_-1.pdf
- 7) <http://www.oag.go.ug/wp-content/uploads/2015/06/Volume-2B-Annual-Report-of-the-Auditor-General-For-the-Year-ended-30th-June-2014.pdf>