



THE REPUBLIC OF UGANDA

Semi-Annual Budget Monitoring Report

Financial Year 2014/15

Education Sector

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Ministry of Finance, Planning and Economic Development
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ABBREVIATIONS AND ACRONYMS

ADB	African Development Bank
ADF	African Development Fund
AIC	AIDS Information Center
BADEA	Arab Bank for Economic Development in Africa
BCC	Behavior Change Communications
Bn	Billion
BTVET	Business Technical Vocational and educational Training
ESSP	Education Sector Strategic Plan
FAWE	Forum for African Women Educationalists
FY	Financial Year
GoU	Government of Uganda
HTCs	Healing Talk Counseling Services
IDA	International Development Agency
IDB	Islamic Development Bank
IFMS	Integrated Financial Management System
KES	Kyambogo Engineering Services
MDGs	Millennium Development Goals
MoES	Ministry of Education and Sports
MFPED	Ministry of Finance, Planning and
MPS	Ministerial Policy Statement
NDP	National Development Plan
NTCs	National Teachers' Colleges
OBT	Output Budgeting Tool
OFID	OPEC Fund for International Development
OPEC	Organization of Petroleum Exporting Countries
PCO	Physiatric Clinical Officers
PCU	Projects Coordination Unit
PTC	Primary Teachers' College
Q1	Quarter 1

Q2	Quarter 2
SoCO	School of Clinical Officers
TI	Technical Institute
TVET	Technical Vocational and Education Training
Ug shs	Uganda Shillings
UNEB	Uganda National Examinations Board
UPOLET	Universal Post O' level Education and Training
UPPET	Universal Post Primary Education and Training
US \$	United States Dollar
USE	Universal Secondary Education

FOREWORD

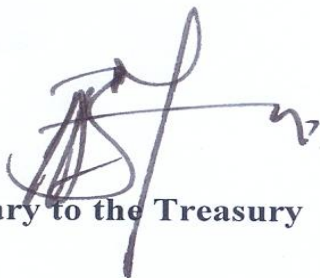
The government has increasingly channeled resources into implementation of public programmes aimed at enhanced service delivery. Effective implementation of these programmes is critical and this calls for monitoring and evaluation.

The Budget Monitoring and Accountability Unit in the Ministry of Finance, Planning and Economic Development makes semi-annual performance assessments on the progress of implementation for selected programmes. This report reviews the half year performance in the priority areas of: Agriculture, Education, Energy, Health, ICT, Industrialization, Public Sector Management, Roads, and Water and Environment for FY 2014/15.

The findings therein should inform implementation decisions in the last half of the year. I urge all institutions to follow up on the related implementation issues that have been identified. The implementation challenges and recommendations made will guide the relevant sectors to ensure enhanced effectiveness of programme implementation.

Patrick Ocailap

Deputy Secretary to the Treasury

A handwritten signature in dark ink, appearing to be 'Patrick Ocailap', written over a horizontal line.

EXECUTIVE SUMMARY

BACKGROUND

This report reviews selected key vote functions and programmes within the sector, based on approved plans and significance of budget allocations to the votes. The focus is on nine sectors, including: agriculture, education, energy, health, industrialization, ICT, public sector management, roads; and water and environment. Attention is on large expenditure programmes with preference given to development expenditures, except in the cases of education, health, ICT, public sector management and roads where some recurrent costs are tracked.

Projects selected for monitoring were based on regional sampling, level of capital investment, planned quarterly output, and value of releases by the second quarter of FY 2014/15. The methodology adopted for monitoring included literature review of quarterly progress and performance reports; interviews with the respective responsible officers or representatives of programmes; and observations at site.

Findings

Introduction

Five projects/programmes under Vote 013: Ministry of Education and Sports were monitored. These were; i) Programme 02-Basic Education, ii) Emergency Construction and Rehabilitation of Primary Schools, iii) Development of Secondary Education, iv) ADB IV Support to USE and v) Development of BTVET.

Vote 013: Ministry of Education and Sports (MoES)

The overall performance of the Vote by 31st December 2014 is fair (50-59%). Two projects performed well while two others and the recurrent programme underperformed. The two donor funded projects (ADB IV and projects under 0942 funded under OFID, IDB and BADEA), had excellent performance and improved the overall rating of the Vote for the half year performance while the GoU funded projects monitored did not meet their half year planned targets.

Good performance was noted in **ADB IV Support to USE** The MoES planned to complete and hand over 18 remaining institutions during FY 2014/15. Ten of these institutions were monitored. Works were completed in five schools (Kasese S.S, Kitara S.S, Mityana S.S, St. Leo Kyegobe S.S. and Iganga S.S.) while works in Bulamu, Busoga College Mwiri and Kalisizo Seed were nearing completion. Works were behind schedule in Dokolo T/I and Gombe S.S. Physical performance was very good.

The estimated cumulative rate of physical implementation for the Project was 93.9%.

Development of BTVET

Out of the nine new OFID funded technical institutes, six were monitored. Works in Ogoi and Nawanyago were completed while Buhimba and Lwengo were nearing completion with 95% of works completed. Works for Basoga Nsadh Memorial T/I were lagging behind at 70% level of completion. Overall, the quality of civil works under OFID projects was very good. The half year targets for this output were achieved.

Two out of the planned three IDB funded institutions (Unyama NTC and UTC Lira) were monitored. Civil works in both institutes were behind schedule with level of completion at 75%-80% and 80% respectively. The works were of good quality. The half year targets for this sub-component were achieved.

Civil works for the BADEA funded technical institute at Nakaseke were progressing well. Four months into the contract period, works were at 30% progress. The half year targets for this sub-component were achieved. The quality of civil works was very good. However, civil works for Bamunanika were behind schedule. Eight months into the contract period, very little had been achieved. Overall, the project achieved its half year targets.

Underperformance was noted under one programme and two projects;

Programme 02 - Basic Education: Output 070102 Instructional Materials for Primary Schools achieved less than 25% of the half year performance targets. The distribution of assorted P.5-P.7 instructional materials was ongoing, contracts for provision of reading books in 27 local languages, song books and Kiswahili readers for P1-P2 had just been signed so distribution was yet to start.

Emergency Construction and Rehabilitation of Primary Schools The half year target was to construct/rehabilitate 10 schools. This target was not achieved as only three out of the five primary schools sampled received funds, and construction was on going in only one school. The project performance was below average.

Development of Secondary Education (0897):The MoES planned to complete construction of three secondary schools under this project; however the half year target was not achieved. By end of Q2, the MoES had transferred funds to Kisozi and Katunguru Seed in Rubirizi district, but works had not started by February 2015 in both schools. However civil works, outside the work-plan. were on going in two other schools.

Challenges

- Poor planning as the MoES continued to implement activities outside the approved work plan. Some rolled over projects which do not appear in the approved performance contract were implemented.
- Delayed payments to a number of contractors.
- Donor releases to MoES were poor and this affected implementation of some projects.
- The GoU has been very slow in fulfilling the counterpart funding obligations for the donor financed projects yet some of the projects are coming to an end. For instance this FY only Ug shs 8.6 billion was provided out of the required Ug shs 12 billion.

- Value Added Tax on construction materials introduction was re-instated during the FY 2014/15, after the budget for the FY was completed and the VAT requirements were not catered for.

Recommendations

- The MoES should adhere to the approved workplan/performance contract for the FY.
- The MoES should make timely payments to the contractors upon presentation of certified works.
- The MoES should ensure that the publishers contracted to supply pupils' reading materials to all government aided primary schools fulfill their different contracts.
- The GoU should make timely counterpart contributions to donor funded projects
- The MoES should budget for VAT requirements that were re-instated on construction materials.

CHAPTER 1: BACKGROUND

The mission of the Ministry of Finance, Planning and Economic Development (MFPED) is “*To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development*”. It is in this regard that the Ministry gradually enhanced resource mobilization efforts and stepped up funds disbursement to Ministries, Departments, Agencies and Local Governments in the past years to improve service delivery.

Although significant improvements have been registered in citizens’ access to basic services, their quantity and quality remains unsatisfactory, particularly in the sectors of health, education, water and sanitation, agriculture and roads. The services being delivered are not commensurate to the resources that have been disbursed, signifying accountability and transparency problems in the user entities.

Although there are several institutions in the accountability sector mandated to monitor and audit public resources, they have not provided comprehensive information for removing key implementation bottlenecks to enhance transparency and accountability and consequently improve service delivery. It is against this background that the Budget Monitoring and Accountability Unit (BMAU) was established in FY 2008/09 in the Ministry of Finance, Planning and Economic Development, under the Budget Directorate, to address this challenge.

The BMAU is charged with tracking implementation of selected government programmes or projects and observing how values of different financial and physical indicators change over time against stated goals and targets. This is achieved through regular field monitoring exercises to verify receipt and application of funds by the user entities. Where applicable, beneficiaries are sampled to establish their level of satisfaction with the service.

The BMAU prepares semi-annual and annual monitoring reports of selected government programmes and projects. The monitoring is confined to levels of inputs, outputs and intermediate outcomes in the following areas:

- Agriculture
- Infrastructure (Energy and Roads)
- Industrialization
- Information and Communication Technologies
- Social services (Education, Health, and Water and Environment)
- Microfinance; and
- Public Sector Management

CHAPTER 2: METHODOLOGY

2.1 Process

This report is based on selected programmes from the sectors mentioned in chapter one apart from microfinance. The selection was based on a number of criteria;

- Programmes that submitted progress reports by the end of quarter two, FY 2014/15 were followed up for verification as they had specified output achievements.
- Priority expenditure areas in the budget strategy and ministerial policy statements for FY 2014/15 with focus being on large expenditure programmes.
- Regional representation to ensure that coverage of programmes is from varying parts of the country
- Programmes/projects with previously identified critical implementation problems.

2.2 Methodology

The key variables monitored were targets of inputs and outputs; implementation processes and achievement of intermediate outcomes and beneficiary satisfaction where feasible.

2.2.1 Data Collection

Data was collected through a combination of approaches;

- Review of secondary data sources including: Ministerial Policy Statements for FY 2014/15; National and Sector Budget Framework Papers; Sector project documents and performance reports in the Output Budgeting Tool (OBT), MFPED Budget Documents, Budget Speech, District Performance Reports; Q1 and Q2 Sector Quarterly Progress Reports, Work plans, and Public Investment Plans.
- Review and analysis of data in the Integrated Financial Management System (IFMS) and legacy system; progress reports (Performance Form A and B) and bank statements from implementing agencies.
- Consultations and key informant interviews with project managers in implementing agencies both at the Central and Local Government level.
- Field visits to project areas involving observations and discussions with beneficiaries. Photography was a key data collection tool during the monitoring exercise. In some cases call-backs were done to triangulate information.

2.2.2 Sampling

The projects/programmes monitored were purposively selected from information provided in the FY 2014/15 Ministerial Policy Statement and Quarterly Performance Reports for Q1 and Q2. Priority was given to outputs that were physically verifiable especially those categorized under GoU development expenditure.

Districts in different regions were selected so that as many regions of Uganda as possible are sampled throughout the year. Emphasis was also placed on programmes not monitored in

previous quarters. For completed projects, monitoring focused on utilization, quality and beneficiary satisfaction.

2.2.3 Data Analysis

This was mainly simple descriptive statistics of comparing set targets and observed levels of achievement. Physical performance of projects and outputs was assessed through comparing a range of indicators and linking the progress to reported expenditure. The actual physical achievement was determined basing on (weighted) number of activities accomplished for a given output.

2.3 Limitations of the report

- Overstated absorption of some projects due to transfers to subventions being reflected as payments on the Integrated Financial Management System (IFMS).
- Assumption that warrants on IFMS are equal to the release. This also provides misleading information on financial performance.
- Difficulty in ascertaining financial performance of some donor projects due to unavailability of information from project managers. It was also equally difficult to ascertain financial performance of projects off the IFMS.
- Lack of clear indicators, in some programmes, hence difficulty in rating overall performance.
- Unavailability of some critical information. For example, a number of project recipients had limited information on scope of civil works, costs and contract period.
- Sampling of some projects/programmes was affected by misleading information from ministries. Some projects that were reported as implemented in FY 2014/15 had been done in FY 2013/14.

2.4 Assessment Criteria

For purposes of this report, the guide below is used to assess and rate performance. Physical and financial performance was rated in percentages according to achievement of the planned set targets and the overall utilization of funds for multi-year projects. Table 2.1 shows the assessment criteria for measuring the achieved targets and expenditures.

Table 2.1: Assessment criteria for measuring achieved targets

SCORE	COMMENT
80% and above	<i>Excellent (All set targets achieved and funds well utilized)</i>
70% - 79%	<i>Very good (Most of the set targets achieved and funds absorption is 70% and above)</i>
60% - 69%	<i>Good (Some core set targets achieved and funds absorbed to 60%)</i>
50% - 59%	<i>Fair (Few targets achieved and funds absorption is average-50%)</i>
Less than 50%	<i>Below average (No targets achieved and funds absorption is less than 50%)</i>

Source: BMAU

CHAPTER 6: EDUCATION

6.1 Introduction

The mandate of the Ministry of Education and Sports (MoES) is to provide quality Education and sports services in the country, which are constitutional obligations for the Ugandan State and Government. The Education sector's mission is "to provide for, support, guide, coordinate, regulate and promote quality education and sports to all persons in Uganda for national integration, individual and national development" The Vision for the Ministry of Education and Sports is "*Quality Education and Sports for All*".

6.1.1 Sector Objectives

In line with the National Development Plan (NDP) goals, the education sector aims at equitable, accessible, affordable and quality delivery of education and training to Ugandans.

Strategic Objectives are:

- i. To ensure universal and equitable access to quality basic education for all children in Uganda
- ii. To improve the quality of education at all levels in the country
- iii. To ensure equal access by gender, district and special needs at all levels of education.
- iv. To build capacity of districts by helping education managers acquire and improve on their knowledge, skills and attitudes to be able to plan, monitor, account and perform managerial functions.

In FY 2014/15, the sector continues to consolidate the gains in access to equitable and quality education. It is also adopting implementation strategies that ensure efficiency and effectiveness in service delivery.

The approved budget for the education sector FY 2014/15 is Ug shs 1.69 trillion of which 48.68% was released by 31st December 2014. The donor financing to the donor projects in the sector is 0.337 trillion of which 26.49% was released. Overall, the sector received almost half of the GoU financing and a quarter of the donor financing. Out of that the sector spent 81.26% and 85.11% of the GoU and donor funds respectively.

6.1.2 Scope

This semi-annual report presents progress on implementation of selected projects/programmes by the MoES (Vote 013) FY 2014/15. The monitoring work covered four selected development projects and one recurrent programme in four out of eight vote functions (Table 6.1).

Table 6.1: Education projects monitored

Vote	Vote Function	Programme /Project	Institutions/Districts visited
013:MoES	0701:Pre-primary and Primary Education	0943: Emergency Construction of Primary Schools	MoES, Sheema, Ntungamo, Butambala, Wakiso, Mukono, Jinja, Kamuli, Kaliro, Bugiri
		02: Basic Education (070102: Instructional Materials for Primary Schools)	Mbarara, Kabarole , Iganga
	0702 Secondary Education	0897:Development of Secondary Education	MoES, Gomba, Amuria
		1092:ADB IV Support to USE	MoES, Dokolo, Kasese, Kabarole, Hoima, Mityana, Mpigi Butambala, Iganga, Jinja, Rakai
	0705:Skills Development	0942: Development of BTVET (Business Technical Vocational and Educational Training)	MoES, Kayunga, Masaka,Namutumba, Oyam, Kasese, Mbarara, Butambala, Mukono, Lira, Lwengo, Kiruhura, Luweero, Gulu, Kamuli, Masaka, Manafwa

Source; Author's compilation

6.1.3 Overview of Vote 013 Semi Annual Financial Performance

The approved budget for Vote 013, FY 2014/15 is Ug shs 415.058 billion of which Ug shs 166.554 billion (40.1%) was released and Ug shs 149.702 billion (89.9%) expended by 31st December 2014. Release and expenditure performance was excellent as 40% of approved budget was released (out of the expected 50% by half year) of which 89.9% was utilized. (See Table 6.2)

Table 6.2: Financial Performance of MoES (Vote 013) by 31st December 2014

		Approved Budget (Ug shs billion)	Release (Ug shs billion)	Spent (Ug shs billion)	% Budget released	% Budget Spent	% Release Spent
Recurrent	Wage	10.007	5.369	4.854	53.7%	48.5%	90.4%
	Non-wage	127.393	74.916	72.504	58.8%	56.9%	96.8%
Development	GoU	53.115	25.855	21.011	48.7%	39.6%	81.3%
	Donor	223.373	59.684	50.872	26.7%	22.8%	85.2%
Total GoU		190.515	106.140	98.369	55.7%	51.6%	92.7%

		Approved Budget (Ug shs billion)	Release (Ug shs billion)	Spent (Ug shs billion)	% Budget released	% Budget Spent	% Release Spent
Total GoU + Donor (MTEF)		413.888	165.824	149.241	40.1%	36.1%	90.0%
Arrears		0.291	0.291	0.187	100.0%	64.3%	64.3%
Taxes		0.878	0.439	0.274	50.0%	31.2%	62.4%
Total Budget		415.058	166.554	149.702	40.1%	36.1%	89.9%

Source: MoES Q2FY 2014/15 Performance Report

6.2 Pre-Primary and Primary Education (Vote Function: 0701)

The vote function provides for; technical guidance, development of pre-primary and primary education policies, delivery of the education and sports services in pre-primary and primary education and implementation of policies and programmes to ensure quality and standards.

The vote function has one recurrent programme (Basic Education) and three development projects namely: 0943-Emergency Construction and Rehabilitation of Primary Schools, 1232-Karamoja Primary Education Project and 1296-Uganda Teacher and School Effectiveness Project.

The Basic Education Programme and Emergency Construction and Rehabilitation of primary schools project were sampled to assess the level of implementation by 31st December 2014.

6.2.1 Programme 02: Basic Education

Background

The objectives of the programme are to: (i) formulate appropriate policies and guidelines, and provide technical advice in relation to primary subsector, (ii) strengthen the capacities of Districts and Education Managers to improve equitable access to primary education to all school age going children, (iii) provide support supervision to Education Managers to ensure provision of quality primary education as well as increase learning achievement in Literacy and Numeracy and (iv) assist districts to improve the completion rate in primary education.

Table 6.3 summarises the planned activities for instructional materials under Basic Education.

Table 6.3 Instructional Materials planned activities for FY 2014/15

Output	Annual planned outputs
070102: Instructional Materials for Primary Schools	Procurement of: 73,374 copies of assorted P5-P7 instructional materials each at a cost of Ug shs 46,600. 509,815 copies of assorted instructional materials for P5 and P6 each at a cost of Ug shs 19,615

Output	Annual planned outputs
	<p>Capacity building for 2600 key stakeholders in instructional materials usage i.e. local Government officials, education officers, inspectors, college principals, college tutors, CCTs, teachers, and Librarians</p> <p>Procurement of 384 pieces of assorted assistive instructional devices for learners with special needs (Hearing Aids and their accessories) each at an estimated cost of Ug shs 1.3 million</p> <p>Procurement of 40,500 copies of textbooks for the revised PTE curriculum each at a cost of Ug shs 30,000</p> <p>4 consultative workshops conducted to review the book policy for improved procurement and better service delivery of instructional materials</p> <p>Monitoring of the implementation of instructional materials procurement processes (4 field trips in the year, each at a cost of Ug shs 50 million for trip of 30 officials)</p> <p>4 Policy dissemination workshops conducted on putting instructional materials in the hands of learners, Instructional Materials Usage manual and hybrid guidelines</p> <p>Travel abroad (short study visits, conferences, symposiums, research etc)</p> <p>Office imprest, Telephone prepaid, Fax, procurement of assorted stationery, office equipment (1 photocopier, 4 bookshelves and 7 UPS/backups for the Unit)</p> <p>Repair and maintenance of office equipment</p>

Source: MoES Draft Quarterly Work plan FY 2014/15, MoES Q1FY 2014/15 Performance Report, MPS FY 2014/15

Findings

i) Financial performance

The approved budget for Basic Education, FY 2014/15 is Ug shs 30,795,395,960 of which Ug shs 15,197,136,419 (49.3%) was released and Ug shs 13,984,022,480 (92%) expended by 31st December 2014. Release and expenditure performance were excellent by the 31st December 2014.

The programme expenditure prioritization was in line the expected outputs as 46% of the funds released were spent on assessment of primary education, 30% on instructional materials for primary schools, 18% on primary teachers' development, 4% on policies, laws, guidelines, plans and strategies, 1% on monitoring and supervision of primary schools and 1% on support to war affected children in Northern Uganda.

The half year monitoring focused on output 070102: Instructional Materials for Primary Schools. The approved budget for this output is Ug shs 17,367,055,999 of which Ug shs 5,319,177,861 (30.6%) was released and Ug shs 4,172,810,937 (78.4%) spent by 31st December 2014. The release and absorption was good.

ii) Physical Performance

a) Assorted P.5-P.7 instructional materials

In May 2013 (i.e FY 2012/13) the MoES contracted eight publishing firms to supply assorted instructional materials to 13,000 primary government aided schools in Uganda. These firms were supply the instructional materials within a period of four months. The publishing firms are; Baroque Publishers, East African Education Publishers, Fountain Publishers, MK Publishers, Mukono Bookshop Publishers, Longhorn Publishers, Pelican Publishers and St.Benard Publishers.

However, execution of those contracts has continued up to FY 2014/15 and some publishers such as Mukono have not completed execution of their contracts. No new contracts were signed with publishers during financial years 2014/15 and there were no new procurements instructional materials. During FY 2013/14, these publishers were paid an advance payment of 20%. The remaining 80% was paid in the first half of FY 2014/15 to all publishers except Mukono Publishers. Table 6.4 summarizes what each publisher was supposed to supply and the contract sums.

Table 6.4: what each publisher was supposed to supply and the contract sums

Publisher	Pupils' books	Contract sum (Ug shs)
Fountain Publishers Ltd	CRE P.5, MTC P.6, SST P.6, CRE P.6, MTC P7 and 5 Teachers' guides for those subjects for 13,000 schools	2,588,953,878
Baroque Publishers	Science P.5, Science P.6, Science P.7, CRE P.7 and 4 Teachers' guides for those subjects for 13,000 schools	1,629,175,560
MK Publishers Ltd	IRE P.5, CAPE 1 MDD P.6, IRE P.6, IRE P.7, CAPE 1 MDD P.7 and 5 Teachers' guides for those subjects for 13,000 schools	3,433,484,300
Mukono Bookshop Printing Ltd	SST P.5, SST P.7, CAPE 3 Art/Tech P7 and 3 Teachers' guides for those subjects for 13,000 schools	1,779,351,990
Longhorn Publishers Ltd	CAPE 1 MDD P.5, CAPE 3 Art/Tech P.5, Kiswahili Dictionary P.6, Kiswahili Dictionary P.7, Kiswahili PB P.7 and 5 Teachers' guides for	6,195,691,620

	those subjects for 13,000 schools	
East African Publishers Ltd	Kiswahili PB P.5, Kiswahili TG P.5	519,135,760
Pelican Publishers Ltd	Kiswahili PB P.6, English P.6 and 2 Teachers' guides for those subjects for 13,000 schools	745,773,000
St Bernard Publishers Ltd	MTC P.5, and MTC teachers' guide for 13,000 schools	500,916,000
Total		17,392,482,108

Source: Author's compilation

By 31st December 2014, the different publishers, except Mukono Bookshop Printing Ltd, had delivered the assorted instructional materials for P.5 – P.7 to all government-aided primary schools. However, the actual number of materials delivered by half year by the different publishers to all primary schools in the country could not be established. This made it difficult to make comparisons with planned targets.

Three schools were sampled to verify the delivery of text books. The findings are summarized in Table 6.5.

Table 6.5: Delivery of assorted P.5-P.7 Instructional materials in sampled schools

School	Books received	Number	Comment
Buyodi P/S (Kaliro district)	S.S.T Pupils books 5, 6,7 Art and Technology books 5,6,7 CRE books 6,7, Integrated Science books 5,6,7 English books 5,6,7 CAPE I books 5,6,7 CAPE III books 5, 6 Mathematics books 5,6,7 IRE books 5,6,7 Kiswahili books 5,6,7	Four copies of each title and one Teachers' guide	All the copies for P5-P7 were received.
Waluwerere P/S (Bugiri district)	books in all subjects as above except English	18 copies of each title for book 5, 3 copies for each title for book 6, 13 copies for each title for book 7 and one Teachers' guide for each subject.	English book 5 and book 7 were not received.
Kyamate P/S (Ntungamo)	text books for the different subjects above	Five copies for all text books for P.5, three copies for each text book for P.6., 13 copies for each text book for P.7	SST book 5 and book 7, MTC book 5, CAPE III book 7 and English book 5 and 7 were not received.

Source: Field findings

Table 6.5 shows that some publishers did not supply all the text books as per their contracts to each primary school. While the sample is small, nonetheless it shows that the problem could be bigger if more schools report missing out on particular text books from the different publishers.

While the MoES has clear targets and budgets for instructional materials for FY 2013/14 and 2014/15, these are not clearly accounted for. For instance instructional materials had a budget of Ug shs 17,532,056,000 (FY 2013/14) and Ug shs 17,367,055,999 (FY 2014/15) respectively. Over the two financial years the budget for Instructional materials adds up to Ug shs 34,899,111,999. Yet the contract sum for all the publishing firms adds up to 17,392,482,108. Therefore the MoES has had more funds available for Instructional materials which they may have to account for over the last two financial years).

Challenge

- While the monitoring tracked the targets for instructional materials as they appear in work plan for FY 2014/15, this activity has been going on since May 2013.
- By 31st December 2014, some publishers such as MK publishers limited, Mukono Book shop Printing Ltd and Longhorn Publishers Ltd had not been cleared 100% despite resources made available as shown above.
- Some publishing firms such as Mukono Bookshop Printing Ltd have not completed execution of their contracts long after expiry of the contract period.
- Some publishers did not supply all the textbooks to all the schools as per their contracts. The monitoring team could not establish the cumulative total of books that the different publishers did not deliver to the different schools in Uganda. This made it difficult to make comparisons with planned targets. The team could not also establish the value for money for what was delivered and what was not delivered.

Conclusion

The contract to supply instructional materials has been going on for over one and half years and had not fully been concluded by 31st December 2014. Seven of the eight publishers contracted to supply assorted P.5-P.7 Instructional materials completed deliveries. Mukono Bookshop Ltd had not completed deliveries to all the government-aided primary schools.

Recommendations

- i) The MoES should on improve on planning and execution of the instruction materials activity. The implementation of the activity should be consistent with the approved work plan and progress reports.
- ii) The MoES should supervise the contracted publishers to ensure that all textbooks are supplied as per contract.
- iii) The MoES should conduct an audit of the supplied materials to ensure that there is value for money.

b) Procurement of PTCs' Instructional Materials

The MoES planned to procure 40,500 copies of textbooks for the revised PTC curriculum under the Teacher Instructor Education and Training (TIET) during FY 2014/15. The Q1 progress report indicated that the MoES procured modules (syllabus books for PTCs) in every subject. Both the Q1 and Q2 reports indicate that ministry officials also conducted a monitoring exercise on the delivery of goods received in the PTCs.

Findings indicated that the procurement of the syllabus books (modules) for 45 PTCs was carried out in FY 2013/14. These materials were delivered to the MoES stores on 16th October 2013. The 45 PTCs and some private PTCs started picking the materials on 10th February 2014. Each core PTC received 100 copies of each subject module Professional Educational Studies (PES) Modules I, II and III and Social Studies Education (SSE) Modules I and II and the Local Language Education (LLE) module. The non-core PTCs and private PTCs received 80 and 20 copies of each module respectively.

There were some private PTCs that did not pick the materials. In December 2014 these remaining materials were given to some Core PTCs as additional materials. Arua Core PTC received 22 additional copies of each subject module. Bishop Willis received 50 additional copies of each subject module except for PES III where 39 copies were received. At the end of the exercise, 26 400 copies of the different copies were given out.

Table 6.6 shows the instructional materials received by the three PTCs

Table 6.6: Copies of instructional materials received by three PTCs by February 2015

Title	Bishop Willis PTC- Iganga District	Canon Apollo PTC- Kabarole District	Bishop Stuart PTC- Mbarara District
Professional Education Studies (PES) Module I	150	100	100
Professional Education Studies (PES) Module II	150	100	100
Professional Education Studies (PES) Module III	139	100	100
Social Studies Education (SSE) Module I	150	100	100
Social Studies Education (SSE) Module II	150	100	100
Local Language Education (LLE) module	150	100	100

Source: Field findings

While MoES reported to have procured and distributed copies of textbooks for the revised PTE curriculum between July to December 2014 findings indicated that no procurements were done during that period. All the instructional materials received by the different PTCs from MoES were outside the period under review (July to December 2014) as they were procured and distributed during FY 2013/14. Therefore the planned output targets for FY 2014/15 were not achieved as at half year.

Challenge

Inadequate instructional materials

The quality of teaching and learning was negatively affected by the inadequacy of instructional materials. For instance, in Bishop Willis PTC, out of the 13 subjects taught, instructional materials were received for six subjects. The principal further noted that the college covers a catchment area of 10 districts and two municipalities in Busoga region.

Box 6.1

It has 468 pre-service students at the college and 548 in-service students spread in 34 Co-coordinating centres. Each coordinating centre should have received a set of instructional materials for each of the subjects to cater for the needs of the students.

This problem was emphasized by the deputy principal of Canon Apollo PTC in Fort portal. He noted that the reference text books quoted in the guides were not supplied. This was affecting the quality of teaching by the tutors and the learning of the student teachers. *“While a few tutors can go to the internet and do some research, not all tutors are computer literate and some PTCs have no access to the internet. There are cases where only the Principal has a laptop and a modem and cannot avail it to all staff,”* he noted.

Staffing gaps

The new curriculum could not effectively be delivered due to low staffing and increased teaching load. For example Bishop Wills PTC had 14 tutors against a ceiling of 25, while Canon Apollo PTC had 12 tutors against a ceiling of 26

Recommendation:

The MoES should ensure that the 40,500 copies of textbooks for the revised PTE Curriculum for FY 2014/15 are procured and distributed as planned.

c) Procure assistive devices for learners with special needs

M/s Prime Solutions Limited was awarded a contract at a sum of Ug shs 413,082,200 to conduct a Needs Assessment for learners with hearing impairment across the country. A mapping exercise for learners’ needs was conducted and a report produced in May 2014. However, by December 2014 the procurement of the devices had not started. The activity for procuring 384

assistive devices had not started by 31st December 2014. The planned targets under this activity (FY 2014/15) were not met.

Recommendation

The MoES should ensure that the assistive devices for learners with special needs are procured before the end of this financial year.

d) Provide pupils reading books in 27 local languages, songs books and Kiswahili readers for P.1-P2

The MoES planned to provide pupils with reading materials in 27 local languages, songs books and Kiswahili readers during FY 2014/15. This activity was rolled over from FY 2013/14 due to administrative reviews. Findings indicated that by 31st December 2014, the department of Basic Education had signed contracts with pre-qualified firms to supply the reading materials. By January 2015 the firms were about to start the actual supply of the instructional materials.

Findings indicated that during the procurement process bidders did not respond to adverts of supplying reading materials in some local languages. These languages included Madi, Pokot, Lubwisi, Aringa, Leb-thur, Lugungu, and Luluuli. The National Curriculum Development Center (NCDC) engaged skilled teachers to prepare these materials in order to have them published and distributed. A total of Ug shs 600,000,000 was transferred to NCDC for this purpose. However, information about expenditures could not be established. It was difficult to determine achievements in relations with planned targets for this financial year on this particular activity.

Challenge

- (i) Inadequate instructional materials due to insufficient funding. Not every child is able to get a text book in his/her hands. The current text book to pupil ratio for P.1-P.4 in rural schools on average is 1:10 while for P.5-P.7 is 1:5 which is above the target of 1:3.
- (ii) The quarterly release of funds also affects the procurement processes as contracted publishers cannot be paid in time.

Recommendations

- The MoES should ensure that the different publishers contracted to deliver pupils' reading materials in 27 local languages, songs books and Kiswahili readers during FY 2014/15 deliver the materials as per the contracts before the close of the financial year.
- The MoES should increase on the funding to meet the learning requirements for children with special needs.

Analysis

Link between financial and physical performance

By 31st December 2014, output 070102: instructional materials for primary schools had Ug shs 5,319,177,866 (30.6%) of the approved budget released and 78.4% of the release expended. Physical performance on the other hand was low as one (procurement and distribution of

assorted P.5-P.7 materials) out of the four planned activities was ongoing. The others had not started by end of December 2014.

Achievement of set targets

The MoES achieved less than 25% of the half year performance targets monitored under output 070102.

Conclusion

Supply of the instructional materials by contracted publishing firms in May 2013 had not been concluded by 31st December 2014. The half-year planned output targets for FY 2014/15 under this activity were not achieved. Some publishers contracted to deliver assorted P.5-P.7 instructional materials did not supply all the textbooks as per their contracts to all schools. The actual number of materials delivered by half year by the different publishers to all primary schools in the country could not be established. Although the MoES reported to have procured and distributed copies of textbooks for the revised PTE curriculum between July to December 2014, no procurements were done during this period. Materials that were distributed to PTCs were procured in FY 2013/14 and not in FY 2014/15. Procure assistive devices for learners with special needs and provision of pupils' reading books in 27 local languages, songs books and Kiswahili readers for P.1-P2 had not started.

Recommendation

- i) The MoES should follow up with all the contracted publishers to ensure that they deliver all the instructional materials to the schools/institutions.
- ii) An audit of all the instructional materials over the last two financial years should be conducted to ensure that there is value for money.

6.2.2 Emergency Construction and Rehabilitation of Primary Schools (Project 0943)

Background

In line with the NDP, this project aims at improving effectiveness and efficiency of primary education, increase access and equity of primary education for girls and boys. With over 13, 000 primary schools in Uganda (PIP 2013), 50% are in a poor state and continue to get emergencies. The MoES designed 'The Emergency Construction of Primary Schools project' to assist such schools affected by disasters.

The project started on 1st July 2005 with a projected end date of 30th June 2015. The strategic objectives are: (i) rehabilitating and strengthening primary schools damaged during disasters; (ii) improving the pupils to classrooms ratio; and (iii) supplementing and supporting local initiatives by parents in the rehabilitation and construction of schools in order to achieve UPE.

This project was designed to re-construct and rehabilitate classrooms and latrines and procure desks in primary schools. Table 6.7 summarizes the planned activities for the project.

Table 6.7: Planned Activities for: Emergency Construction of primary schools (Project 0943) FY 2014/15

Annual	Half year Target
<p>19 primary schools constructed and rehabilitated.</p> <p>These are: Kyamate P/School -Ntungamo; Buyodi Primary School - Kaliro; Waluwerere P/School Bugiri; Kigalagala Primary School- Jinja; Nsangi Mixed Primary School-Wakiso; Budumba Primary School -Butaleja; Nalinaibi Primary School - Kamuli; Butsibo Primary School-Sheema; Butaalunga Primary School –Butambala ;Mukono Boarding Primary School - Mukono; Nankodo Primary School - Kibuku; Bukiirya Primary School- Sironko; Hahoola Primary School - Butaleja; Tombwe Primary School -Bundibugyo; St. Theresa, Bbika P/School - Wakiso; Nakanyonyi Primary School -Mukono; Yepa Primary School- Kitgum; Nabalanga Primary School -Mukono; Hakitara Primary School- Bundibugyo</p>	<p>10 primary schools constructed and rehabilitated</p>

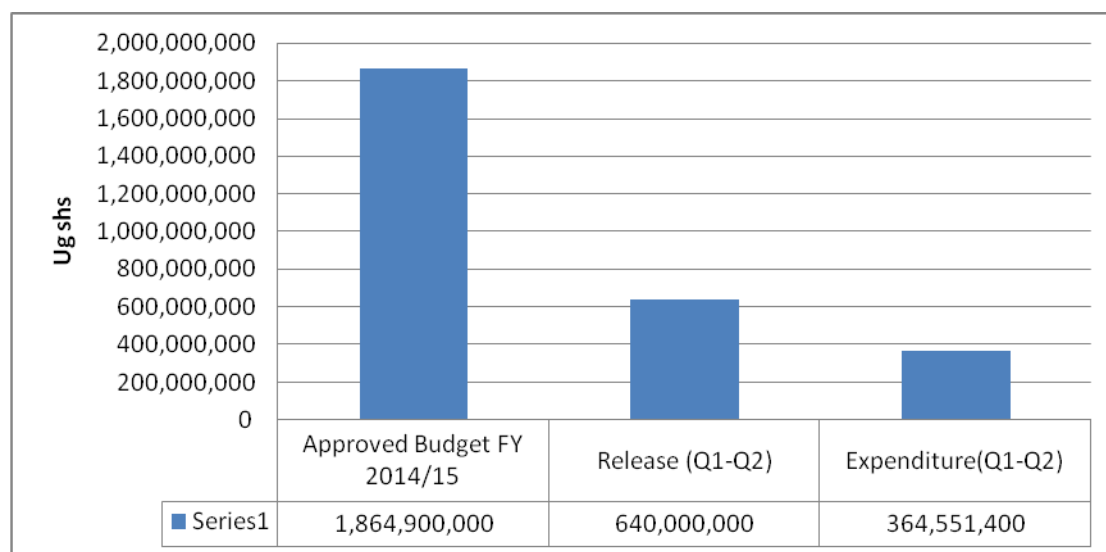
Source: MoES Draft Quarterly Work plan FY 2014/15

Findings

i) Financial Performance

Figure 6.1 shows the financial performance of project 0943. The release performance was good with 34.3% of the expected 50% funds by half year released. Expenditure performance on the other hand was fair with only 56.96% of the released funds expended by 31st December 2014.

Figure 6.1: Financial Performance of Project 0943: Emergency Construction of Primary Schools by 31st December 2014



Source: IFMS Data January 2014

ii) Physical Performance

The MoES indicated that funds were disbursed to seven schools by 31st December 2014 for emergency constructions. These are: Buyodi P/S-Kaliro, Budumba P/S- Butaleja, Kigalala P/S-Jinja, Kyamate P/S-Ntungamo, Waluwerere P/S-Bugiri, Nalinaibi-Kamuli and St. Thereza Bbiika- Wakiso District. Five schools were sampled to assess level of implementation by 31st December 2014. Below are the findings;

a) Buyodi Primary School, Kaliro District

The school located in Buyodi LCI, Kasokwe parish, Namugongo sub-county. The MoES planned to construct a two classroom block, a two stance lined VIP and provision of a 5000 litre rain harvesting tank at this school during FY 2014/15.

The MoES disbursed to this school Ug shs 94,608,294 on 13th December 2014. The school awarded the contract for civil works to M/s Masubo General Enterprises at a sum of Ug shs 94,608,294 for a period of six months (February to August 2015). By 15th February, 2015 civil works had not started.

b) Kyamate Primary School, Ntungamo District

This school is located in Kyamate LCI, Kyamate ward, Eastern division, Ntungamo municipality. The MoES planned to construct a 3-classroom block and a 2-stance lined pit latrine for teachers at this school during FY 2014/15. The Q1 progress report indicated funds were disbursed to the school for this purpose.

The school received Ug shs 106,388,315 on 30th October 2014. By 5th February 2015, the procurement process was on-going and all funds had not been utilised.

c) Nalinaibi Primary School, Kamuli District

The school is located in Nalinaibi Busede 'B' L.C 1, Nawatumbi parish, Nawanyago sub-county. The MoES planned to construct a two stance lined VIP at this school. The Q I progress report indicated that MoES disbursed the funds to the school. However, findings showed that as of 27th January 2015, the reported funds had not been received.

d) St. Thereza Bbikka Primary school, Wakiso District

The school is located in Bbikka village, Kabale parish, Masuulita sub-county. The MoES indicated that funds for emergency construction and rehabilitation were disbursed to the school during Q2 FY 2014/15. By 30th January 2015, the school had not received the reported funds. It was observed that the school was privately owned and its administration was not aware of any government funding.

e) Waluwerere Church of Uganda Primary School, Bugiri District

The school is located in Kiyini-kibi village, Naluwere ward, Bugiri town council. The QI progress report indicated that the MoES disbursed funds for rehabilitation of a 4 classroom block with office, construction of a five stance lined latrine block and a 2 stance lined block for teachers at this school. The school received Ug shs 109,000,000 in August 2014. M/s Yofisa Investments Limited was contracted to undertake civil works at a sum of Ug shs 103,000,000 for three months. By 28th January 2015, the status of civil works was as follows:



L-R: Rehabilitation of a four classroom block with an office and construction of a two stance lined VIP latrine at Waluwerere P/S

Rehabilitation of a four classroom block with an office was on going. The old roof was removed. Civil works on the ring beam was in progress. Pending works included: roofing with new trusses and iron sheets, fixing new metallic doors and windows, all the finishes works that included internal and external plastering, painting, floor screeding and provision of furniture.

- Construction of a five-stance and a two-stance lined VIP latrines were at roofing level. Pending works included: roofing, plastering, fitting doors and painting.

Analysis

Link between financial and physical performance

The financial performance of project 0943: emergency construction and rehabilitation of primary schools was fair. Although over 30% of the expected 50% funds by half year were released, 56.96% were reportedly transferred to the beneficiary schools. Absorption of funds under the project was therefore slow since the project had not spent almost 40% of funds received. Civil works were ongoing in only one school and two schools had not received funds from the ministry. Physical performance was not commensurate with financial performance.

Achievement of set targets

The targets for the half year were not met under project 0943 (Emergency Construction and Rehabilitation of Primary Schools). Funds were reportedly disbursed to seven schools by half year of which five were monitored. Only three schools received the funds and civil works were on going in one. The other two were at procuring contractors. Civil works were on going in only one school. This shows that Project 0943 was therefore behind schedule in terms of achievement of the set targets.

Comparative analysis

Waluwerere P/S received funds in Q1 while Buyodi and Kyamate received funds in Q2. Because of this civil works started much earlier in Waluwerere P/S than in the other schools.

Conclusion

Project 0943 Emergency Construction and Rehabilitation of Primary Schools did not achieve the set targets for half year 2015. Only three out of the sampled five primary schools, received funds and construction was going on in only one school. The project performance was below average.

Recommendation

- The MoES needs to expedite implementation process under the project in order to absolve the received funds in time.
- The MoES should adhere to the work plan/performance contract for the financial year.
- The office of the Auditor General should undertake a forensic audit of this project.

6.3 Secondary Education (Vote Function: 0702)

The vote function provides technical guidance and policy formulation for matters relating to promotion and development of secondary education in the country. The vote function has two recurrent programmes (secondary education and private schools department) and three development projects (development of secondary education (0897), support to Universal Secondary Education (IDA) and ADBIV support to USE (1092).

The monitoring for half year focused on two development projects namely: development of secondary education (0897) and ADB IV support to USE (1092).

6.3.1 Development of Secondary Education (Project 0897)

Background

The project started on 7th January 2005 with a completion date of 30th June 2015. The objectives for project 0897 Development of Secondary Education are; (i) increasing equitable access to Universal Post Primary Education and Training (UPPET), (ii) ensuring achievement of the Millennium Development Goals (MDGs) of Gender parity by 2015 (iii) enhancing sustainability of Universal Primary Education (UPE) and (iv) reducing high costs of UPPET.

The expected outputs are:

- i) Increased enrollment in secondary education i.e. transition rate increasing from 50% to 80%
- ii) Additional 2,000 teachers recruited to reduce the current deficit of 7,555
- iii) Improved access to secondary education in 41 sub counties without any form of schools
- iv) Improved teaching and learning of secondary science education
- v) Reviewed and more relevant and affordable secondary education curriculum
- vi) Improved teaching and learning environment at Sir Samuel Baker Secondary Schools
- vii) Refreshed and improved quality of teachers of science and mathematics
- viii) Institutionalize sustainable INSET system
- ix) Increased use of ICT in learning and teaching processes
- x) Purchase of 160 science kits

Table 6.8: Planned Activities for Project 0897: Development of Secondary Education FY 2014/15

Annual	Q1	Q2
070280: Classroom construction and rehabilitation (secondary): Complete construction of Kisozi seed school, Bufunjo seed school in Kyenjojo and Katunguru seed in Rubirizi.	Classroom construction and rehabilitation (secondary): Construction of Kisozi seed school.	Classroom construction and rehabilitation (secondary): Construction of Kisozi seed school.
070204: Training of Secondary Teachers: 3,800 science teachers trained with 2,000 governments, and 1,800 Public Private Partnership	Bufunjo seed school and Katunguru Seed in Rubirizi completed.	Bufunjo seed school and Katunguru Seed in Rubirizi completed.
Induction training for 300 newly appointed Board of Governors done.		
070202: Instructional materials for secondary schools: continue with the expansion programme for digital science project.		
100 UPOLET schools provided with a full set of		

ICT equipment. 5 th cycle of 100 schools under digital science cyber handled.		
Text books for science and mathematics for UPOLET government and PPP schools procured.		

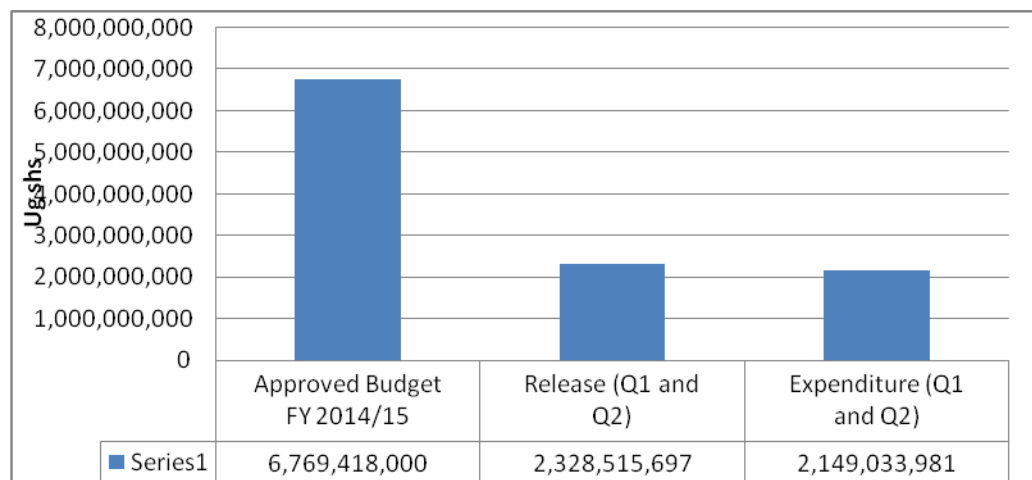
Source: MoES Draft Quarterly Work plan FY 2014/15, MoES Q1FY 2014/15 Performance Report, MPS FY 2014/15

Findings

i) Financial Performance

The approved budget for FY 2014/15 is Ug shs 6,769,418,000 of which 34.3% was released and 92% expended by 31st December 2014. Release performance and expenditure performance were excellent. Figure 6.2 shows the detailed financial performance for Project 0897

Figure 6.2: Financial Performance for Project 0897: Development of Secondary Education for Half Year FY 2014/15



Source: IFMS Data January 2014

The project expenditure prioritization was good with 40.4% of the funds utilized on classroom construction and rehabilitation, 29.82% on policies, laws, guidelines, plans and strategies, 16.03% on instructional materials for secondary schools and 13.69% on training of secondary teachers.

Half year monitoring focused on output 070280: Classroom construction and rehabilitation (secondary). The approved budget for this output FY 2014/15, is Ug shs 1,738,601,000 of which Ug 957,622,946 (55.1%) was released by Q2 and Ug shs 869,175,423 (90.7%) expended by 31st December 2014. Release and expenditure performance were excellent.

ii) Physical Performance

Output 070280: Classroom construction and rehabilitation (secondary)

a) Completion of Administration blocks

MoES did not plan to complete administration blocks of any secondary school this financial year. However, QI progress report indicated that funds were disbursed to two seed schools namely; Morungatuny Seed S.S and Kagongi Seed S.S. These schools were rolled over from FY 2013/14. Morungatuny seed school was sampled to assess level of implementation and findings are given below:

Morungatuny Seed School, Amuria District

The school is located Ogangai LC1 village, Ogangai parish Morungatuny sub-county. The school received Ug shs 60,000,000 in July 2014 for completion of the administration block. The school contracted M/s Okude Construction Services at a sum of Ug shs 59,300,000 and works started in November 2014 for a period of two months. The scope of works was extending the block by putting up the staffroom and the library.

By 20th January 2015, the extension works were at finishes stage. The remaining works were painting and window glazing. Three certificates had been paid to the contractor.

b) ADB IV Projects that were reverted to Government

Katunguru Seed School and Bufunjo Seed schools were initially planned to be constructed under ADB IV project in 2011. They were contracted to M/s Lamba Enterprises Limited. The contractor failed to perform and the contract was terminated in April 2013. The contractor resorted to court and secured an injunction to encash both the advance payment and performance guarantees. The process took a long period of time and the ADB supervision mission of October 2013, recommended that given the lengthy court processes, the construction of Bufunjo and Katunguru seed secondary schools revert to Government of Uganda.

Consequently the two seed schools were budgeted for under Development of Secondary Education Project 0897, for FY 2014/15. A provision for them was made under item 070280 classroom construction and rehabilitation amounting to Ug shs 1,738,601,002.

The funds also included a provision for completion of Kisozi Seed Secondary School in Gomba district.

i) Bufunjo Seed Secondary School

Findings indicated that the funds that were disbursed for construction of Bufunjo Seed School in Kyenjojo District bounced because on the system it was coded as Bufunjo S.S and yet the funds were meant for Bufunjo Seed School. By the end of Q2 FY 2014/15, the school had not received these funds. However arrangements were being made to re-send them.

ii) Katunguru Seed Secondary School

Findings indicated that Katunguru Seed School in Kyenjojo district received Ug shs 100,000,000 in December 2014. However due to a conflict among the leaders in the district on the location of the school, the funds had not utilized as of February 2015.

iii) Kisozi Seed Secondary School-Gomba District

This school is found in Kisozi 'A' LC I, Kisozi parish, Kabulassoke sub-county. This is a USE school that became operational in 2012 and hitherto occupies the structures of Kisozi Primary School. Construction of the secondary school facilities started in FY 2012/13 with a budget of Ug shs 1.94 billion. It was supposed to be completed within 18 months, (the contract end date was September 2014).

In FY 2012/13, MoES transferred Ug shs 724 million to Gomba DLG with the CAO as the accounting officer. However the CAO delayed to take up the responsibility claiming that the district did not have enough capacity to undertake this project. The MoES negotiated with district for eight months before an agreement was reached for district to supervise the project. As a result civil works delayed until February 2013. M/s Grand Engineering limited was contracted to undertake the civil works. During FY 2013/14, Ug shs 324 million was provided for construction of the school and the MoES planned to complete this school during FY 2014/15. .

The Q I progress report indicated that the MoES disbursed funds to the school for the completion of works. Findings confirmed that school received two installments of Ug shs 116,425,969 on 22nd July 2014 and Ug shs 113,806,976 on 1st November 2014 (totaling to Ug shs 230,232,945). However, as of 9th February 2015 construction was not completed. All the money was still on the school account and the progress of civil works was as follows:

- Two classrooms blocks each with 2 classrooms and the girls' dormitory were roofed. Pending works included internal and external plastering, wiring, fixing windows and door shutters, floor screeding, grazing, painting and veranda finishes works.
- The multi-purpose science laboratory was roofed. Pending works included; internal and external plastering, civil works on the work-tops, all the plumbing works, fixing the gas system, wiring, fixing windows and door shutters, floor screeding, grazing, painting and veranda works.
- The administration block and the semi detached staff house were roofed. Pending works included internal and external plastering, wiring, fixing windows and door shutters, floor screeding, grazing, painting and veranda works.
- The 4-unit staff house and the sick bay were roofed. The remaining civil works were internal and external plastering, wiring, fixing windows and door shutters, floor screeding, grazing, painting and veranda finishes works.
- The 4 stance latrine was at finishes level. The remaining works were fixing windows and door shutters, floor screeding, painting and veranda finishes works.
- The kitchen was roofed. Pending works included; internal and external plastering, wiring, fixing windows and door shutters, floor screeding, grazing, painting and veranda finishes works.
- Works on construction of the boys' dormitory had not yet started.



**Top L-R: Multi purpose science laboratory block, the administration block;
Down L-R: The two blocks of classrooms of two classrooms each and the sick bay all at finishes level at Kisozi Seed Secondary School.**

Challenge

The pace of civil works was slow. While the drawings have construction of 8 classrooms, only 4 have hitherto been constructed. Similarly two units for teachers' quarters and a boys' dormitory have not been constructed.

Analysis

Link between financial and physical performance

Output 070280: classroom construction and rehabilitation (Secondary) had 55% of the approved budget released and 90.7% spent by the end of Q2.

This financial year the MoES planned to complete construction of three secondary schools under project 0897. Funds were transferred to two schools (i.e. Kisozi and Katunguru Seed in Rubirizi district) and civil works had not started by 31st December 2014. Physical performance was below average.

In addition civil works were ongoing for completion of administration blocks in Morungatuny Seed School and Kagongi Seed School. However, these two schools are not in the approved work plan for FY 2014/15. They are outputs in last financial year's work plan (FY 2013/14). This means that the planned outputs for this financial year received less funds as part of the funds were used to implement activities outside this financial year's work plan.

Achievement of set targets

The half year targets for output 070280: Classroom Construction and Rehabilitation (Secondary) were not achieved.

Conclusion

Project 0987 development of secondary education deviated from the approved work plan for FY 2014/15. This will most probably affect the completion of their performance targets for the financial year.

Recommendations

- The MoES should make adequate financial provision for completion of civil works at Kisozi Seed School. This will save government additional expenses in form of price variations.
- The MoES should prevail on the leaders of Rubirizi district to agree on the location of Katungulu Seed Secondary School so that construction can start.
- The MoES should make adequate provisions for construction of Bufunjo and Katungulu Seed Secondary Schools.
- The MoES should always ensure that they stick to the approved performance contract for the financial year instead of implementing activities that are outside the work plan.

6.3.2 ADB IV Support to USE (Project 1092)

Background

The objective of the project is to improve access to quality education in secondary schools and BTVET institutions and transform them into “Centers of Excellence”. The project started on 7th January 2009 and the projected end date is 30th June 2015.

The expected major outputs of the project are the following:

- i) 42 fully rehabilitated secondary schools;
- ii) 2 fully physically rehabilitated secondary schools;
- iii) 15 newly constructed seed schools which are over enrolled to be expanded furnished and equipped;
- iv) 12 new seed secondary schools constructed, furnished and equipped;
- v) 42 rehabilitated secondary schools and 2 rehabilitated BTVET institutions furnished with furniture, equipment, teaching and learning resources and transformed into centers of excellence;
- vi) Teaching and management staff across the schools suitably trained;
- vii) Goods and services procured for effective teaching and learning of science and mathematics.

Table 6.9: ADB IV Project Basic Data

Particulars	Details
Implementing Agency	Ministry of Education and Sports

Loan Agreement No.	2100150018143
Loan Approval Date	25 th November 2008
Loan Signature Date	11 th May 2009
Total Project Cost	UA 57.78 million [as in the Loan Agreement]
ADF Loan	UA 52.00 million
GoU	UA 5.78 million
Foreign Exchange	UA 33.75 million [as in the Loan Agreement]
Local Cost	UA 24.03 million
Loan Effectiveness Date	31 st August 2009
Date of first Disbursement of Loan	23 rd December 2009
Deadline for Last Disbursement	31 st December 2014
Revised Deadline of final disbursement of the loan	30 th September 2015
Amount disbursed- ADF(31 st December 2014)	40,765,146.49
Exchange rate to a dollar: 1 UA	1.582 US\$
Project extension	9 months

Source: ADB IV Project Unit Coordination Documents FY 2014/15

Table 6.10 shows the planned activities under the ADB IV Support to USE project.

Table 6.10: Planned Activities for FY 2014/15

Annual	Q1	Q2	Half year Target
Classroom construction and rehabilitation (secondary: Site meetings for the 50 sites conducted. 5 technical institutions benefitting under South Korean co-financing monitored (Kiryandongo, Iganga TI, Arua TI, Nyakatare TI and Mubende TI) Defects liability period (DFP) monitored. Final monitoring of	Classroom construction and rehabilitation (secondary) Attend site meetings for 12 sites. Monitor 5 technical institutions benefitting under South Korean Co-financing (Kiryandongo, Iganga TI, Arua TI, Nyakatare TI and Mubende TI) Monitor defects liability period.	Classroom construction and rehabilitation (secondary): Attend site meetings for 12 sites. Monitor 5 technical institutions benefitting under South Korean Co-financing (Kiryandongo, Iganga TI, Arua TI, Nyakatare TI and Mubende TI) Monitor defects liability period.	24 site meetings. 5 institutions monitored.

Annual	Q1	Q2	Half year Target
<p>activities under components conducted.</p> <p>Monitor the implementation of soft components activities (setting up HIV Clubs, gender clubs, bursary etc) in the 71 institutions.</p> <p>Complete and handover for use the: 18 institutions being constructed, rehabilitated and expanded (Kitara SS, Kyebambe SS, St. Leo College Kyegobe, Kasese SS, Busoga Colle Mwiri, Iganga SS, Mityana SS, Dokolo Technical Institute, Makerere College School, Nabisunsa Girls School, Nsambya SS, Gombe SS, Kamwenge SSS, Bufunjo SSS, Katungulu SSS, Kalisizo TC, and Bulamu SS.</p>	<p>Complete:</p> <p>18 institutions being constructed, rehabilitated and expanded (Kitara SS, Kyebambe SS, St. Leo College Kyegobe, Kasese SS, Busoga Colle Mwiri, Iganga SS, Mityana SS, Dokolo Technical Institute, Makerere College School, Nabisunsa Girls School, Nsambya SS, Gombe SS, Kamwenge SSS, Bufunjo SSS, Katungulu SSS, Kalisizo TC, and Bulamu SS.</p>	<p>Complete:</p> <p>18 institutions being constructed, rehabilitated and expanded (Kitara SS, Kyebambe SS, St. Leo College Kyegobe, Kasese SS, Busoga Colle Mwiri, Iganga SS, Mityana SS, Dokolo Technical Institute, Makerere College School, Nabisunsa Girls School, Nsambya SS, Gombe SS, Kamwenge SSS, Bufunjo SSS, Katungulu SSS, Kalisizo TC, and Bulamu SS.</p>	<p>18 institutions constructed, rehabilitated and expanded</p>

Source: MoES Draft Quarterly Work plan FY 2014/15

Findings

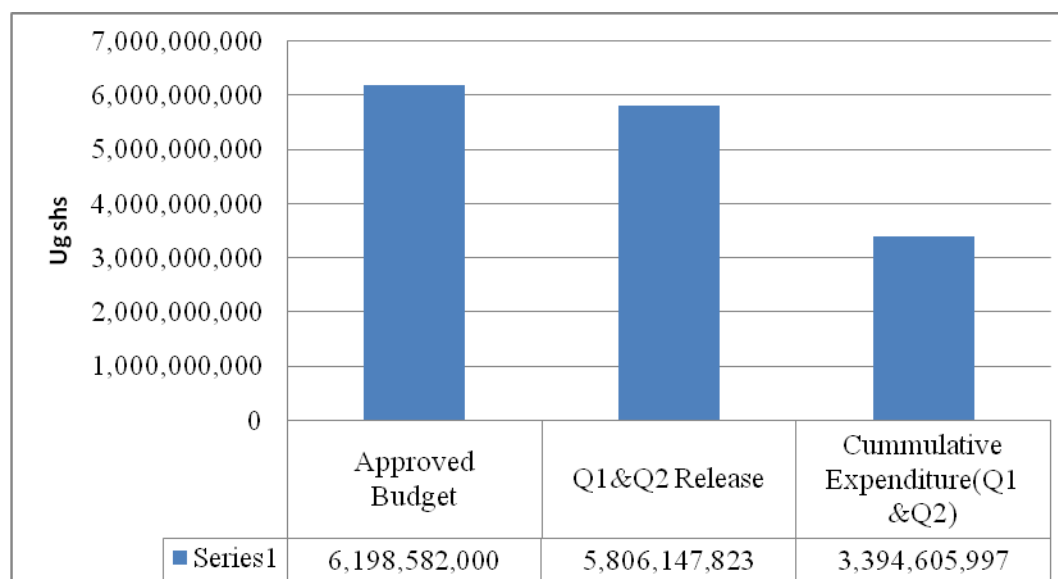
i) Financial Performance

By 31st December 2014, the project disbursement ratio of the UA 52 million ADF loan was at 78.39 % (UA 40,765,146.49) against a target of 85% by December 2014. This would significantly increase when the processing of payments that were with the MoES were finalized for the counterpart requisition amounting to Ug shs 1.3 billion and direct payments amounting to US \$2,845,893.32. The time elapsed in relation to the revised last date of disbursement of 30th September 2015 was 60 months out of the total 69 months (87%). The GoU cumulative disbursement was UA 5,020,968 or 87% of the programmed counterpart funding target of UA 5,780,000 as at 31st December 2014.

According to the MoES Q2 FY 2014/15 Performance Report, the approved budget for development partners FY 2014/15 is Ug shs 75.27 billion. Out of this only Ug shs 10.30 billion (13.7%) was released and Ug shs 10.30 billion (100%) spent by 31st December 2014. Release performance was poor as only 13.7% of funds was released.

The GoU approved budget on the other hand is Ug shs 6,198,582,000 of which Ug shs 5,806,147,823 (93.6%) was released and Ug shs 3,394,605,997 (58.4%) was expended by 31st December 2014. (See figure 6.3)

Figure 6.3: GoU Financial Performance of 1092: ADBIV Project by 31st December 2014



Source: IFMS January 2015

ii) Physical performance

Over all Project Progress

The estimated cumulative rate of physical implementation for the project was 93.9%. This was due to the increased number of completed schools, and the increase in the number of sites with an improved implementation rate. Table 6.11 shows the details across categories of expenditure.

Table 6.11: Physical rate of implementation of project activities by categories of expenditure

Category of Expenditure	Weighting based on cost per Category of Expenditure	Weighted estimated percentage rate of implementation as at 30 th September 2014	Estimated percentage rate of implementation 31 st December 2014	Weighted rating 31 st December 2014
A. Goods	15%	80%	85%	12.8%
B. Works	75%	90%	96%	72%

Category of Expenditure	Weighting based on cost per Category of Expenditure	Weighted estimated percentage rate of implementation as at 30 th September 2014	Estimated percentage rate of implementation 31 st December 2014	Weighted rating 31 st December 2014
C. Services	7%	90%	92%	6.4%
D. Operating cost	2%	83%	87%	1.7%
E. Miscellaneous	1%	92%	100%	1.0%
Weighted Aggregate	100%			93.9%

Source: MoES ADBIV Quarterly Report (October-December 2014)

Civil works

A total of 48 (68%) schools were completed and handed over out of the 71 targeted beneficiary institutions. Another 10 (14%) schools attained a physical completion rate of 90% and above. While 10 (14%) schools had a physical completion rate that was below 90%. The last category of three (4%) schools out of the targeted 71 schools were transferred to project 0897 Development of Secondary Education. They will be built using GoU funds in financial years 2014/15 and 2015/16 (refer to sector 5.3.1.2 above).

Table 6.12: Progress of the civil works implementation by cluster

Cluster No.	No. of Institutions	Contracts Signing date	Planned Completion Date	Status by 31 st December 2014
Cluster I	15	October 2011	November 2012	<ul style="list-style-type: none"> 13 schools were completed and handed over. Works at two sites namely Kalisizo Town Council S.S.S. and Bulamu S.S.S), whose works were re-tendered under Lots 44 & 45, attained an estimated physical completion rate of 90%.
Cluster II A	6	August 2012	February 2014	<ul style="list-style-type: none"> Three schools have been completed and handed over. Three sites namely Bufunjo SSS, Katungulu SSS and Kamwenge S.S.S will be constructed using GoU funds instead of project funds as was agreed during the 20th September – 08th October 2013 Supervision Mission. The MoES programmed the

Cluster No.	No. of Institutions	Contracts Signing date	Planned Completion Date	Status by 31 st December 2014
				construction of these schools in the budget for FY 2014/2015 for Bufunjo S.S.S. and Katungulu S.S.S and FY 2015/16 for Kamwenge SSS.
Cluster II B	6	April 2013	April 2014	<ul style="list-style-type: none"> • Works at three sites namely Ayer S.S.S, Patongo S.S.S. and Purongo S.S.S. were progressing well and had attained an estimated physical completion rate of 90% and above. • The rate of implementation of the works at 3 sites namely Ogoko SSS, Apoo S.S.S. and Romogi S.S.S had improved and had attained an estimated physical completion rate of 70%.
Cluster III	31	Sept 2012	December 2013	<ul style="list-style-type: none"> • 27 schools were completed and handed over. • Four sites had attained an estimated physical completion rate that ranges between 85% and 95%.
Cluster IV	13	Sept 2013	Sept 2014	<ul style="list-style-type: none"> • Five schools have been completed and handed over. • Three sites namely Kasese S.S.S, Mityana S.S.S and Nabisunsa Girls S.S.S had attained an estimated physical completion rate of 95%, 95% and 90% respectively. • Five sites had attained an estimated physical completion rate that ranges between 50% and 75%.
Total	68			

Source: MoES ADBIV Quarterly Report (October-December 2014)

Procurement

The execution of the procurement activities of the project was estimated at 97% level of completion.

Soft Component

The project is implementing soft components that supplement the civil works components which take up the bulk of the project finances and activities. Soft components activities are Behaviour Change Communications (BCC) that ensure the sustainable use of the provided facilities and empowering the users through capacity building.

During the period under review, the consultants providing services under “Soft components” implemented various on-going activities as stipulated in their contracts. The consultants include

Forum for African Women Educationalists (FAWE-U), Uganda Management Institute (UMI), AIDS Information Centre (AIC), Healing Talk Counseling Services (HTCS) and Kyambogo Engineering Services (KES). All the targeted consultants are on board except the one for developing a school facilities maintenance manual and training personnel on its use.

The major remaining activities under the soft components included: finalizing the setting up HIV/AIDS and G&C counseling units in six new seed schools by AIC and HTCS, implementation of gender responsive activities by FAWEU in the New Seed schools; distribution of all the training and HIV reading materials; sensitization of 17,228 Individuals on HIV/AIDS and stigma reduction by AIC , finalize the procurement of consultant to develop a facilities maintenance manual , train 340 key personnel in facilities maintenance and monitor performance of FAWEU on managing the 125 extra scholarship beneficiaries that were awarded in October 2014.

Field Findings

Monitoring visits were made to 10 out of the planned 18 institutions for completion in FY 2014/15 to assess level of implementation.

a) Bulamu Senior Secondary School.

The school is found in Bulamu village, Tiribogo parish, Muduuma sub county, Mpigi District. This is one of the schools where civil works stalled after the contract for first contractor M/s Lamba was terminated. At the time of termination the overall progress of civil works was around 50%.

The second contract to complete the civil works was awarded to M/s Amugoli General Enterprises Limited at a sum of US \$ 316,672.71 for a period of four months. The site was handed over to them on 15th July 2014 and the completion date was 30th October 2014. By February 2015, US \$ 189,060.56 had been paid to the contractor. The contract had expired and works were yet to be completed. Overall physical performance was 90% and civil works progress was as follows:

- Two VIP latrines blocks (one for males and one for females) were at finishes level (95% progress). The remaining works on both structures were power connection, tiling in the urinals and bathroom respectively and electrical fittings.
- The 150 seater library was at finishes level (90% progress). The remaining works included power connection from the main building, electrical fittings, fixing the shelves in the book bank and networking of computers.
- The storied block with 3 classrooms on the ground floor and a multi-purpose hall on the first floor was at finishes level (95% progress). The remaining works were fixing the graphic boards and power connection from the main building.
- The 4 unit teachers' house was at finishes level (95% progress). Each unit has a one bedroom, sitting room, bathroom and store. It was left with power connection from the main building and electrical fittings.
- The head teacher's house was at finishes (90% progress). The house has two bedrooms, sitting room, kitchen, store and bathroom. It was left with tiling of the bathroom, electrical fittings, power connection and installation of the water tank.



A 150 seater library completed and a storied block with three classrooms upstairs and a multipurpose hall on the ground floor at Bulamu Seed S.S.



L-R: The 4 unit teachers' house and the head teacher's house both at finishes level at Bulamu Seed S.S

Challenges:

- 1) M/s Amugoli General Enterprises limited complained about delays in processing of payments. He observed that as of 2nd February 2015, three certificates submitted to client (MoES) had not been paid (i.e one submitted in October 2014, November 2014 and January 2015).

b) Busoga College Mwiri -Jinja District

The college is located in Mwiri village, Mwiri Sub County. The MoES planned to carry out the following activities: construction of a laboratory/classroom block, renovate a two classroom block, expand the library, renovate junior and senior laboratories, renovate a dormitory and external works.

The contract for civil works was awarded to M/s Amugoli General Enterprises at a sum of US \$ 1,276,814.77 for 12 months. By February 2015, US \$ 910,846 had been paid to the contractor. By December By 28th January 2015, overall physical progress for new works was 80% while for renovation works progress was 90%. Below are the details of physical progress:

- The storied laboratory/ classroom block was at finishes level. The contractor was painting and floor screeding. The remaining works included fitting the gas system, installation of the water harvesting tanks and down pipes
- The extension of the storied 300-seater library block was at finishes level. The contractor was applying undercoat and remaining works were completing the painting, fitting internal doors, window glazing and fixing the book shelves.
- Renovation of a two classroom block was completed and was ready for use.
- Renovation of the junior biology and chemistry laboratory was completed
- Renovation of the junior physics and chemistry laboratory was completed
- Renovation of the senior physics and chemistry laboratory was completed
- Renovation of the Hannington dormitory block was at finishes with works at 85% complete. It was remaining with fitting the doors, painting floor screeding and works on the veranda and splash apron.
- By 28th January 2015, the contractor had not started on the external works as well as drilling of the borehole. However the survey was done and site for borehole drilling was completed. The contractor was yet to drill.



From top L-R: The new storied laboratory/classroom block, Hannington dormitory renovated, renovated Junior biology/chemistry block and the renovated senior physics/chemistry laboratory at Busoga College Mwiri

Dokolo Technical Institute

The institute located in Alokiri village, Agwe Lebange parish, Dokolo Sub County in Dokolo district. The MoES planned to complete construction of administration block, multi-purpose/dining hall, dormitory, motor vehicle workshop, metal fabrication and carpentry workshop and external works.

The MoES contracted M/s Kol Services Limited at a sum of US \$ 1,393,545.00 to carry out civil works for 12 months. By February 2015, US \$ 784,764.20 had been paid to the contractor. The contract was signed on 3rd October 2013 and works commenced immediately. Civil works were not completed within the contract period and an extension was given up to 4th February 2015. By 20th January 2015, overall physical performance was 70%. The status of implementation was as follows,

- Construction of the administration block was 80% complete. The contractor was roofing and remaining works were; internal and external plaster finishes, final electrical fix, floor finishes, splash apron and ramp finishes, plumbing/mechanical installation, painting, glazing, gutters and down pipes.
- Construction of the multi-purpose hall with a Kitchen and Store was at roofing level (65% complete). Remaining works included putting the roof cover, final electrical fix, internal and external plastering, floor screeding, splash apron, ramp screeding, plumbing/mechanical installations, painting, glazing sanitary fittings for the kitchen, store and two washrooms.
- Construction of the Motor Vehicle Engineering Workshop was 75% with roofing going on. Remaining works were: internal and external plastering, electrical installation, works on the splash aprons, ramps and painting as well as fixing the gutters and down pipes.
- Construction of the Carpentry and Joinery/Metal fabrication workshop was at the same level at the MV workshop.
- Construction of the storied girls' dormitory: works were 70% complete. Remaining works putting the roof cover were internal and external plastering, electrical final fix, earthing, fitting all the internal and external door and window shutters, floor finishes, painting, sanitary and mechanical fittings.
- Civil works on the washrooms for the workshops were at ring beam with 60% of works complete. It comprises of 12 rooms; six for gents and six and ladies.

Challenges:

- Civil works at Dokolo T/I were behind schedule. There were very few workers on site and the site engineer was not regularly on site. Workers were not regularly paid and were striking regularly. It was reported that other firms were ready to supply the computers and furniture but there was no space for storing them.



From top L-R: CJ/Metal fabrication workshop, the administration block and down the multipurpose hall/kitchen/stores under construction at Dokolo T/I

c) Gombe Secondary School- Butumbala District

Gombe Senior Secondary is located in Gombe LC I, Gombe parish, Gombe TC, Butumbala district. The contract for civil works was awarded to M/s Pancon at a sum of US \$ 2,011,218.84 for 12 months¹. By February 2015, US \$ 1,075,274.00 had been paid to the contractor. The scope of works included construction of a staff house, a storied laboratory block, a storied library block, teacher's abolition block, a main hall and underground water tank and external works.

By 30th January 2015, the overall physical progress of civil works was 65%. Status of implementation was as follows:

- The storied four unit staff house was at finishes level and works were 75% complete. Each unit has two bedrooms, a sitting room, kitchen, dining, toilet and shower. Remaining works included casting the slab on the ground floor, internal and external plastering, all the plumbing works on the ground and first floors, fitting the doors, glazing, painting, installation of electrical.
- Construction of a storied laboratory block was at roofing level. It has science laboratories on the ground floor, a classroom and ICT laboratory on the first floor. Works were 55% complete and remaining works included: plastering, worktop finishes, window and door fittings, plumbing works, roof cover and electrical fittings.
- Construction of a storied library block was at roofing level with 55% of civil works complete. It was remaining with putting the roof cover, ground floor slab, internal and

¹ This contract sum includes all the civil works for Nsambya St. Peters.

external plastering on both floors, painting, electrical fittings, window and door fittings, floor screeding on both floors, and mechanical and furniture fittings.

- One block has 4 stances for boys and the other 3 stances for girls were both at ground slab level. Remaining works were walling, roofing and finishes.
- A 700-seater main hall was at ring beam level with 50% of works complete. Remaining works were roofing, internal and external plastering, painting, window and door fittings, electrical and mechanical fittings, floor screeding and ground floor casting.
- Works on the underground water tank had not constructed.
- All the external works had not started.



From top L-R: The teachers' four unit storied block, the storied block with science laboratory on the ground and ICT laboratory on the upper floor. Down L-R: a storied library block and a 700 seater main hall under construction

Challenges

The contractor complained about delays in payment of certificates. He attributed the slow pace of works to this problem.

Recommendation

- The MoES should make timely payments of approved certificates within the stipulated time.

d) Iganga Secondary School-Iganga District

The school is located in Buwoya village, Iwawu parish, Bulamagi Sub county. The MoES planned to complete construction of a new administration block, storied library block, laboratory, dormitory and a teacher's staff house under the ADB IV project. M/s Prisma construction limited was contracted to carry out civil works at a sum of US \$ 1, 274,286.32 for a period of 12 months. By February 2015, US \$ 993,235.47 had been paid to the contractor. The site was

handed over on 16th September 2013 and works were expected to be complete on 14th September 2014. The contractor was granted extension of four months due to changes in designs which took a while to be approved.

Works were completed and facilities handed over to the school administration on 12th January 2015. Completed facilities include:

- A new administration block was completed. The block has five offices, one for the head teacher, two deputy head teachers, bursar, secretary, staff room, kitchen, eight ablutions and water tank.
- A new storied library block was completed. The block has a capacity of 300 students.
- A four unit staff house was completed. Each unit has a sitting room, a bedroom, kitchen bathroom and toilet.
- A two unit laboratory block for chemistry and biology was completed.
- A storied dormitory block was completed. The dormitory block has a capacity of 170 students.



From top L-R: The completed administration block and the storied library block, Down L-R : The completed four unit teachers' house and storied dormitory block

e) Kalisizo Seed Secondary School

The school is found in Namagoma LCI, Kalisizo Town Council, Rakai district. This is one of the three schools where works stalled after the termination of the first contract to M/s Lamba.

The second contract to complete the civil works was awarded to M/s Wadi-Degla Egypro Holdings at a sum of US \$ 416 195.26 for a period of four months. By February 2015, US \$

301,171.69 had been paid to the contractor. The site was handed over on 26th July 2014 and the completion date was 30th September 2014.

The contractor however, delayed to start the completion works. Works started in August 2014 and the pace was slow. By 6th February 2014, the contract period had expired and works had not been completed. Overall physical performance was 90% and progress on the different structures was as follows:

- The administration block was at finishes level with 85% of works completed. The remaining works were floor screeding, painting, electrical second fix, fixing all the internal doors and water closets for the toilet in the head teacher's office and completion of the septic tank.
- The two-unit science laboratory block was at finishes level with 80% of works completed. The remaining works were grinding the terrazzo on the work-tops, completion of the cupboards under the work-tops, fixing the doors shutters, screeding the verandas, electrical second fix, fixing the vents, final coat of paint, fixing the gas and the water systems.
- The multi- purpose hall was at finishes level with 80% of works completed. The remaining works were final coat of paint, fixing the rotating shutter, electrical second fix and veranda screeding.
- Two blocks of classrooms each with two classrooms were at finishes level with 85% of works completed. They were left with final coat of paint, electricals second fix and works on the vents.
- Works on the borehole stood at 60%. M/s Wadi Degla Egypro Holdings reported that he could not complete works on the borehole because it had no water and the previous contractor left the pipes open and could have been interfered with. He preferred sinking a new borehole all together. He was waiting for guidance from the MoES.
- Works on the boys' aqua privy toilet of three stances were at roofing level with 65% of works done. The remaining works included roofing, fixing the doors, floor screeding, painting, rough cast, works on the splash apron, electrical second fix and all the drainage works.
- The girls' aqua privy toilet of five stances was at finishes level with 85% of works completed. It was left with painting, all the plumbing works and electrical second fix.
- The staff toilet of six stances was at roofing level with 60% of works done. It was left with putting the roof cover, floor screeding, painting, rough cast, fixing the doors, works on the splash apron and all the drainage works.
- The four-unit staff house was at finishes level with 80% of the works done. Each unit has one bedroom, a sitting room, a kitchen, a shower room and water supply. It was left with final coat of paint, electrical second fix, fixing all the doors, grazing, fitting the gutters and down pipes and completing the drainage works.
- The two bedroom staff house for the head teacher was at finishes with 80% of works done. It was left with a final coat of paint, electrical second fix, fixing the doors, grazing, fixing the gutters and down pipes and works on the chimney and all the drainage works.
- The two bedroom staff house for the deputy head teachers was at finishes with 75% of works done. The remaining works were floor screeding, works on the chimney, final coat of paint, electrical second fix, fixing the doors, grazing, fixing the gutters and down pipes and the splash apron.

- A two stance toilet for staff was at plinth wall level with only 10% of works done. It was left with putting the super structure, roofing and all the finishes works.
- Leveling of the football playground and all the external works was not yet done.
- Electricity was not yet extended to the school.



From top L-R: the administration block, science laboratory block. Down L-R: the multi purpose hall and a two –classroom block at Kalisizo Seed S.S.



From top L-R: The four unit staff house and the two bed roomed staff house.

Challenges:

i) The contractor complained about delays in payments by the client (MoES). Three certificates had not been paid by 6th February 2015.

ii) Recommendation:

- The MoES should ensure that electricity is extended to the school as soon as possible.
- The MoES should expedite the process of paying all certified certificates submitted by the contractors.
- The MoES should ensure that this contractor completes the works as per the contract.

f) Kasese Senior Secondary

The school is found in Kyanjuki LCI, Nyakabengo II ward, Central division, Kasese Municipality, Kasese district. Civil works were undertaken by M/s China Nanjing International for a sum of US \$ 1,025,572.80 for a period of 12 months. By February 2015, US \$ 867,129.77 had been paid to the contractor. The contract start date was 17th September 2013 and the end date was 1st October 2014. However the contract was extended for two months.



The water channel diverting water from Kasese hills from entering the school and the two unit science laboratory completed at Kasese S.S.



A storied classroom block and a 300 seater library completed at Kasese S.S.



The scope of works included construction of an incinerator, a two-unit science laboratory (chemistry and biology), a storied eight classroom block, a 300-seater library and an eight stance abolition block (four stances with a urinal for boys and four stances with a bathroom for girls).

By 3rd February 2014 all civil works were completed waiting for the technical handover of the facilities. It was reported that funds

for external works which included landscaping, walk ways and planting of grass were used to construct a water channel on the upper side of the school to divert storms of water from the hills.

Challenge

- The contractor did not complete the water supply and distribution system. The 60,000 litre water supply tank was not installed and a borehole estimated at Ug shs 65 million was not sunk as the results of the geological survey did not give a suitable site. The school has a water problem and they will not be able to use the newly constructed abolition block without water.
- It was reported that shutters for the lockable cupboards for keeping chemicals in the science laboratory were not fixed.
- Furniture that included book shelves for the library and stools and tables for the science laboratory and furniture for the eight classrooms was yet to be delivered.

Recommendations

- The contractor should be compelled to complete the water supply and distribution system as per the contract.
- The MoES should ensure that furniture for the different facilities is delivered to the school as soon as possible

g) Kitara Secondary School

This school is found in Isaka village LCI, Isaka-Kijungu ward, Kahora division, Hoima municipality. The MoES contracted M/s Ambitious Construction limited at a sum of US \$ 1,211,933.82 for a period of 12 months. By February 2015, US \$ 1891,196,144.62 had been paid to the contractor. The scope of works included construction of a multi-purpose hall, an eight



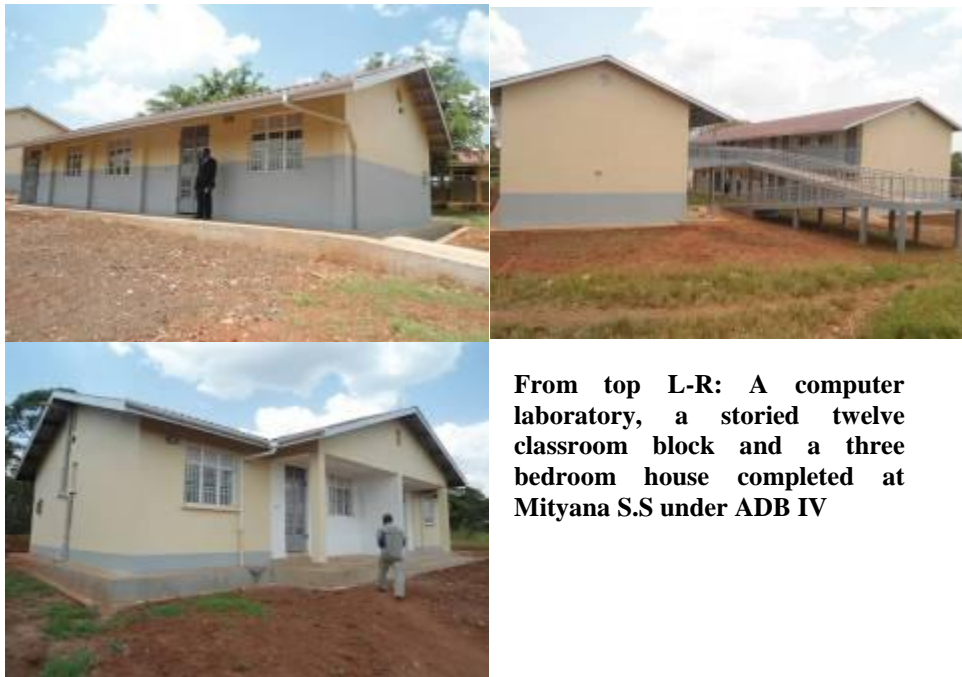
A completed multi-purpose block and a storied eight classroom block at Kitara S.S. under ADB IV

storied classroom block, a two-unit science laboratory, a computer laboratory and renovation of a four classroom block. By the time of monitoring on 10th February 2015, all civil works were completed.

h) Mityana Senior Secondary School

The school is found in Namukozi LCI, West ward, Mityana Town Council, Mityana district. The civil works in this school were undertaken by M/s Nicole Associates limited at a sum of US \$ 869,590.49 for a period of 12 months. By February 2015, US \$ 522,361.82 had been paid to the contractor.

The scope of works included construction of a computer laboratory with furniture, a storied twelve classroom block, an abolition block with four stances for boys on one side and six stances for girls on the other side, a semi detached teachers' house, an incinerator and installation of a 60,000 litre water supply tank. All civil works were completed as of 2nd February 2015.



From top L-R: A computer laboratory, a storied twelve classroom block and a three bedroom house completed at Mityana S.S under ADB IV

Challenges:

There were delays in approvals of changes in the scope of works which delayed the pace of the civil works.

i) St Leo Kyegobe

This school is found in Kyegobe LCI, Nyakagongo parish, East division, Fort portal municipality, Kabarole district. The civil works in this school were undertaken by M/s Octagon Limited at a sum of US \$ 1,113,523.78 for a contract period of 12 months. By February 2015, US \$ 859,193.73 had been paid to the contractor.

The scope of works included renovation of old structures and construction of new ones. The renovations works included an existing biology laboratory, a main hall, Mulengwa dormitory with its abolition block, 2 blocks of Senior-three (a-b and c-d) and a computer laboratory. The new structures included construction of a 2 unit science laboratory, a storied library block with an abolition block of ten stances and construction of a semi-detached staff house. All civil works were completed as of 2nd February 2015. The school also received a hundred pieces of furniture,

a tractor, text books, laboratory equipment and chemicals. However the laboratory stools and tables had not been delivered.



From top L-R: The science laboratory, the biology laboratory, Down L-R: The main hall and Mulengwa hall dormitory renovated at St. Leo Kyegobe



From top L-R: Senior three classroom block (a-b)renovated, Computer, Senior three classroom block (c-d) renovated, laboratory renovated, a new storied library block. a new semi-detached staff house.

Project challenge

- i) Delay in certificate payments affected procurement of materials and deployment of enough labour. This was noted in Gombe S.S and Kalisizo.
- ii) Late approval of changes in scope of works delayed the pace of civil works.

Analysis

Link between financial and physical performance

The project disbursement ratio of the UA 52 million ADF loan was at 78.39 % (UA 40,765,146.49) The GoU cumulative disbursement was at 87% (UA 5,020,968) of the programmed counterpart funding target of UA 5,780,000 as at 31st December 2014. Physical performance on the other hand was at 93.9%. Financial performance was commensurate with Physical performance.

Comparative analysis

Some sites such as Kitara S.S. and St. Leo Kyegobe that were contracted earlier were completed. A few sites that were yet to be completed were those that had problems. Overall the quality of works across all sites was very good.

Achievement of set targets

Overall, the project performance was very good as progress was at 93.9% by December 31st 2014 Out of the 71 targeted beneficiary institutions under the Project, a total of 48 (68%) schools were completed and handed over. Another 10 (14%) schools attained a physical completion rate of 90% and above. While 10 (14%) schools had a physical completion rate that was below 90%. The last category of three (4%) schools out of the originally targeted 71 project funded schools were budgeted for and are going to be built using GoU funds in financial years 2014/15 and 2015/16.

Sustainability and social impact

The project had a positive impact on the communities around the project schools. The additional facilities provided increased enrolments and the soft components resulted in increased use of counseling services by students.

Conclusion

During FY 2014/15 the MoES planned to complete construction, rehabilitation and expansion of 18 remaining institutions under the project. Findings indicate that civil works were steadily progressing towards the achievement of the targets. Civil works were completed in five of the schools visited (i.e. Kasese S.S, Kitara S.S., Mityana S.S., St Leo Kyegobe S.S. and Iganga S.S.) while works in three institutions were nearing completion (i.e Bulamu, Busoga College Mwiri and Kalisizo Seed). However, works were behind schedule in two institutions (Dokolo T/I and Gombe S.S.). It is expected that civil works in the remaining institutions, would be complete within the project extension time.

Recommendation

- i) The MoES should make prompt payments to local contractors.

6.4 Skills Development (Vote Function 0705)

The purpose of skills development is to empower individuals through provision of useful and employable skills for self-sustenance and for the benefit of the economy both in the formal and informal sectors. The objectives of the vote function are to develop occupational standards and job profiles, develop competency based vocational training modules and accredit institutions as assessment centers; assessment and certifying trainees.

The vote function has three recurrent programmes and five development projects. The recurrent programmes are 05: BTVET, 10: NHSTC and 11: Departmental. Training Institutions. Development projects are; 0942: Development of BTVET, 0971: Development of TVET P7 Graduate, 1093: Nakawa Vocational Training Institute, 1270: Support to National Health and Departmental Training Institutions and 1310: Albertine Region Sustainable Development project.

Half monitoring focused on one development project (i.e 0942: Development of BTVET) which had a lot of donor funding and was soon coming to an end.

6.4.1: Development of BTVET (Project 0942)

Background

The project started on 7th January 2006 with an expected completion date of 30th June 2015. The objectives are: i) to upgrade the standard of technical education to create more access and (ii) to bring about a better balance between supply and demand for lower level technical manpower. Project expected outputs are: (i). Technical Institutes, Technical Colleges, College of Commerce and Instructors' College rehabilitated and (ii). Technical Institutes, Technical Colleges, College of Commerce and Instructors' College equipped

Project Financing

The project is financed by Government of Uganda and development partners who include Saudi Arabia, Republic of South Korea, Japan, and Organization of Petroleum Exporting Countries, Islamic Development Bank and Arab Bank for Economic Development in Africa. The total donor funding for the project increased from Ug shs 14.870 billion in FY 2012/13 to Ug shs 75.97 billion in FY 2014/15. GoU counterpart funding increased from 8.45 billion in FY 2013/14 to Ug shs 8.69 billion in FY 2014/15.

6.13: Planned Activities for FY 2014/15

Outputs	Annual Planned	Q1	Q2
070571:Acquisition of Land by Government	Land Compensation at Ahmed Seguya Memorial technical institute in	Disburse funds for land compensation at Ahmed Seguya Memorial	Disburse funds for land compensation at Ahmed Seguya Memorial

Outputs	Annual Planned	Q1	Q2
	Kayunga District	Technical Institute	Technical Institute
070575: Purchase of Motor Vehicles and other Transport Equipment	Purchase of motor vehicles and other transport equipment	Procure vehicles and other transport equipment	
070577: Purchase of specialized Machinery and Equipment	Tools and equipment provided at Conel Nasur Kotido, Kaliro ,Arua T.I, Barlonyo, Ihunga, Nalwire, Kabasanda ,Amugo, Agro, Burora, Kalera, Minakulu, St.Kizito Masaka, UCC Aduku ,UCC Kabale, UCC Pakwach, UTC Kyema, Moyo T.I and L.Katwe T.I	Provide tools and equipment at Conel Nasur Kotido, Ihunga, Nalwire and UCC Aduku	Provide tools and equipment at Kabasanda, Kalera, St.Kizito Masaka, UCC Pakwach and L.Katwe T.1
070580: Construction and rehabilitation of learning facilities (BTEVET)	<p>IBD SAUDI South Korea OPEC and KUWAIT plan</p> <p>i) Expansion of UTC Elgon, and UTC lira Rehabilitation & expansion of Unyama NTC</p> <p>ii) Construction of Basoga Nsadhu Mem Technical Institute - Namutumba District, Sasiira Technical Institute - Nakasongola District, Lokopio Hills Technical Institute - Yumbe District, Buhimba Technical Institute - Hoima District, Lwengo Technical Institute - Lwengo District, Namataba Technical institute - Mukono District, Ogolai Technical Institute - Amuria District, Kilak</p>	<p>Disburse funds under IDB, SAUDI, South Korea, OPEC and Kuwait projects for:</p> <p>i) expansion of UTC Elgon, and UTC lira Rehabilitation & expansion of Unyama NTC</p> <p>ii) Construction of Basoga Nsadhu Mem Technical Institute, Sasiira Technical Institute, Lokopio Hills Technical Institute, Buhimba Technical Institute, Lwengo Technical Institute, Namutumba Technical institute, Ogolai technical institute, kilak corner technical institute.</p> <p>Under Development of BTVET:</p> <p>i) Disburse funds to commence construction works at Epel; Kiruhura; and Bamunanika</p>	<p>Disburse funds under IDB, SAUDI, South Korea, OPEC and Kuwait projects for:</p> <p>i) expansion of UTC Elgon, and UTC lira Rehabilitation & expansion of Unyama NTC</p> <p>ii) Construction of Basoga Nsadhu Mem Technical Institute, Sasiira Technical Institute, Lokopio Hills Technical Institute, Buhimba Technical Institute, Lwengo Technical Institute, Namutumba Technical institute, Ogolai technical institute, kilak corner technical institute.</p> <p>Under Development of BTVET:</p>

Outputs	Annual Planned	Q1	Q2
	<p>Corner Technical Institute - Pader District</p> <p>Civil works at 4 to sites</p> <p>Development of BTVET:</p> <p>i) commence construction works at Epel - Katakwi District; Kiruhura TI - Kiruhura District and Bamunanika - Luwero District</p> <p>ii) Construction of an Administration block for UTC Bushenyi Completion of Completion of a fence at lake katwe.</p> <p>iii) Construction of an Administration block at UCC Aduku Provisioning of a three phase line at L.Katwe Technical Institute</p>	<p>ii) Disburse funds for construction of an Administration block at UTC Bushenyi and UCC Aduku</p> <p>iii) Disburse funds for completion of a classroom block at Kabong T.I</p> <p>iv) Monitor and support supervise civil works at beneficiary institutions</p>	<p>iii) Continue with construction of an Administration block at UCC Aduku</p> <p>iv) Disburse funds for provision of a three phase line at L.Katwe Technical Institute</p> <p>v) Disburse funds for completion of workshop at Busesa T.I</p> <p>vi) Monitor and support supervise civil works at beneficiary institutions</p>
070582: Construction and rehabilitation of accommodation facilities (BTVET)	A girl's dormitory at St.Kizito Technical Institute Masaka constructed	Disburse funds for construction of a girl's dormitory at St.Kizito Technical institute Masaka	
070502: Training and Capacity Building of BTVET Institutions	<p>Training supplies provided by IDB and Kuwait</p> <p>60 technical teachers trained under development of BTVET</p> <p>Train 200 instructors in using continuous assessment tools as</p>	<p>Training supplies provided by IDB and Kuwait</p> <p>Provide bursaries to 10 Deputy Principals in Technical Institutes to do Higher Diplomas in UTCs.</p>	<p>Training supplies provided by IDB and Kuwait</p> <p>Provide bursaries to 10 Deputy Principals in Technical Institutes to do Higher Diplomas in UTCs.</p>

Outputs	Annual Planned	Q1	Q2
	required by competence based curriculum.		
070501: Policies, Laws, guidelines, plans and strategies	<p>To pay full remuneration for 3 GOU-financed staff, Gratuity for 14 members of staff, plus the income tax component and relevant insurance for 11 Donor-financed staff.</p> <p>Assorted office stationery, printing & related services/supplies, assorted small office equipment procured</p> <p>Pay rent and service fees for offices at Nyonyi gardens for PCU of OPEC, IDB, Saudi, BADEA and Kuwait projects</p> <p>Pay for mobile internet services for 10 modems; telephone & Fax costs; postage & courier costs</p> <p>Office equipment & furniture serviced and maintained</p> <p>Vehicles repaired & serviced</p>	<p>Pay salaries for 3 GOU-financed staff, Gratuity for 14 members of staff, plus the income tax component and relevant insurance for 11 Donor- financed staff.</p> <p>Procure assorted office stationery, printing & related services/supplies, assorted small office equipment</p> <p>Pay rent and service fees for offices at Nyonyi gardens for PCU of OPEC, IDB, Saudi, BADEA and Kuwait projects</p> <p>Pay for mobile internet services for 10 modems; telephone & Fax costs; postage & courier costs</p> <p>Pay for servicing and maintenance of office equipment & furniture</p> <p>Repair & service vehicles</p>	<p>Pay salaries for 3 GOU-financed staff, Gratuity for 14 members of staff, plus the income tax component and relevant insurance for 11 Donor-financed staff.</p> <p>Procure assorted office stationery, printing & related services/supplies, assorted small office equipment</p> <p>Pay rent and service fees for offices at Nyonyi gardens for PCU of OPEC, IDB, Saudi, BADEA and Kuwait projects</p> <p>Pay for mobile internet services for 10 modems; telephone & Fax costs; postage & courier costs</p> <p>Pay for servicing and maintenance of office equipment & furniture</p> <p>Repair & service vehicles</p>

Source: MoES Draft Quarterly Work plan FY 2014/14, MoES Q1FY 2014/15 Performance Report, MPS FY 2014/15

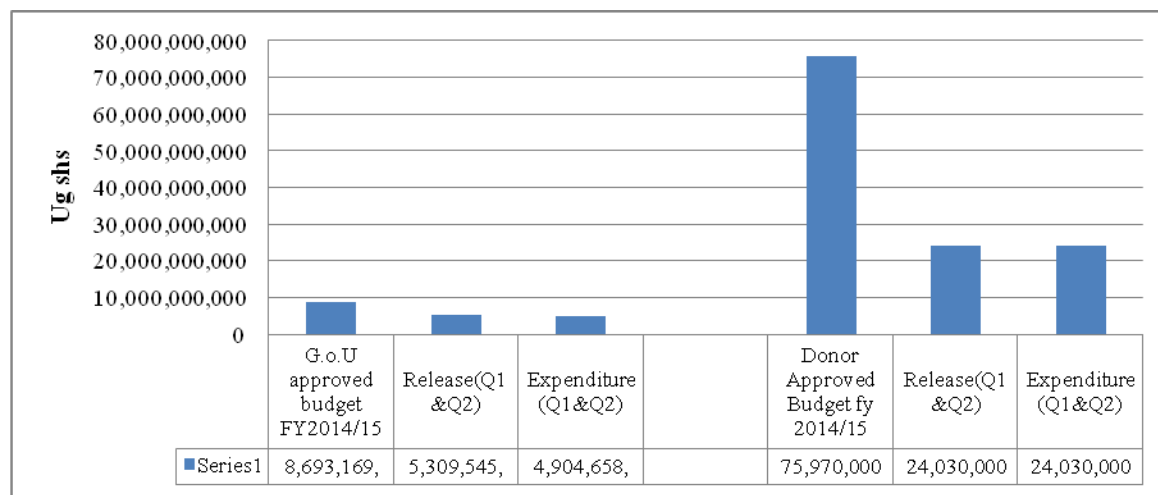
Findings

i) Financial Performance

The GoU approved budget for FY 2014/15 is Ug shs 8,693,169,550 of which Ug shs 5,309,545,375 (61%) was released and Ug shs 4,904,658,535 (92.4%) spent by 31st December 2014 (*IFMS data January 2015*). Release and expenditure performance was excellent.

On the other hand the approved budget for development partners FY 2014/15 is Ug shs 75.97 billion of which Ug shs 24.03 billion (31.6%) was released by Q2 and Ug shs 24.03 billion (100%) spent (*MoES Q2 FY 2014/15 Performance Report*). Donor release performance was poor. Figure 6.4 illustrates project financial performance by end of Q2FY2014/15.

Figure 6.4: Development of BTVET (Project 0942) Financial Performance by 31st December 2014.



Source: *IFMS January 2015, MoES Q2FY2014/15 Performance Report*

ii) Physical Performance

Five project outputs were sampled and monitored to assess level of implementation. The outputs are: 070571: Acquisition of Land by Government, 070577: Purchase of specialize Machinery and Equipment, 070580: Construction and rehabilitation of learning facilities (BTEVET), 070502: Training and Capacity Building of BTVET Institutions and 070582: Construction and rehabilitation of accommodation facilities.

A. Output 070571:Acquisition of Land by Government

a) Ahmed Seguya Memorial Technical Institute

The Tehnical Institute is found in Kayunga district. This financial year FY 2014/15 GoU planned to acquire land by compensating about 50 squatters on the land belonging to the Technical Institute. This output was budgeted to cost Ug shs 1.1 billion to be paid over two financial years FY 2014/15-2015/16.

The approved budget for FY 2014/15 is Ug shs 500,000,000. According to the MoES Q1 performance report, the MoES disbursed part of the funds for land compensation to the Technical Institute. Findings confirmed that the Technical Institute received Ug shs 164,671,721 in November 2014. The funds were paid out to 10 squatters out of the 50 squatters. Table 6.14 shows the List of persons and how they were compensated.

Table 6.14: List of Persons Compensated on 11th November 2014

Name	Amount recieved (Ug shs)
Nakasi Irene	37,075,195
Evelyne Kityo	38,450,250
Watika Topher	7,247,875
Mutesi Halima	2,134,343
Simewo Balimwoyo	19,808,233
Abdul Masaba Wajala	5,145,675
Kawulukusi Abdul Mukiibi	31,455,835
Isaac Isambu	10,255,240
Bakokola Suliaman	5,548,175
Kyeyune Virinao	7,550,900
Total	164,671,721

Source: School Account Records

The table shows that only ten people out of 50 were compensated by end of Q2. This activity is behind schedule and the half year targets were not met.

Recommendation

The MoES should send all the budget funds for the financial year to expedite the process of compensation of the squatters so that construction can start.

B. Output 070502: Training and Capacity Building of BTVET Institutions

This FY the MoES planned to train 60 technical teachers under development of BTVET and 200 instructors in using continuous assessment tools.

The approved budget for this output FY 2014/15 is Ug shs 618,962,000 of which Ug shs 362,227,094 (58.2%) was released and Ug shs 347,831,924 (96%) was spent by 31st December 2014. Release and expenditure performance was good. Findings indicated that 45 instructors (22.5%) had been trained in Bushenyi PTC and 20 technical teachers (33.3%) trained by the end of December 2014. The half year output targets for this activity were not met.

Recommendations:

Project 0942 Development of BTVET should expedite the training process during the remaining half of the year in order to meet the training targets for the financial year.

C. Output 070577: Purchase of Specialised Machinery and Equipment

The MoES planned to purchase specialised machinery and equipment under project 0942 output 070577 and distribute them to 19 Technical Institutions.

The approved budget FY 2014/15 for output 070577 is Ug shs 801,207,505 of which Ug shs 383,043,476 (47.8%) was released and Ug shs 230,171,756 (60%) was expended by 31st December 2014. The Q1 and Q2 progress reports indicate that the MoES released funds for provision of tools and equipment for 11 Technical Institutions by 31st December 2014.

Findings indicated that the MoES contracted M/s Streamline and M/s NKW at a sum of Ug shs 205,104,903 and Ug shs 220,431,212 respectively to supply assorted equipment to the Technical Institutions. The two firms were to supply assorted equipment for electrical, plumbing, BCP, motor vehicle mechanics and carpentry and joinery. By 15th January 2014, the companies contracted to supply the equipment had received advance payment. However only M/s NKW had delivered the equipment to MoES stores. However the MoES had not started distributing them to the Institutions.

Conclusion

By end of December 2014, only one firm delivered the tools and equipment to MoES stores while the other had, and distribution had not started. The estimated achievement of targets for this activity by half year was below 50%.

Recommendation

The MoES should ensure that the tools and equipment delivered by the suppliers to the MoES stores are distributed to the 19 Technical Institutions as planned before the end of the financial year. This will enable project 0942 to achieve the planned output targets.

D) Output 070580: Construction and Rehabilitation of learning facilities (BTEVET)

The MoES planned construction and rehabilitation of learning facilities with funding from four development partners. The development partners are IDB Saudi, South Korea, OPEC and Kuwait.

1) Vocational Education Project (financed with support from OFID)

Project Overview

The GoU, represented by the MFPED secured a long term loan from the OFID worth US \$ 22.95 million to finance the vocational education project under the education sector. The loan agreement was signed on 23rd March 2010 and became effective on 5th July 2010 for a period of 66 months (*end date 31st December 2014*). There has been request for a one year extension to 31st December 2015 which is yet to be approved. The GoU is providing counterpart funding, worth approximately 10% of the project budget. The executing agency for the project is the MoES, supported by a Projects Coordination Unit (PCU).

The overall aim of the project is to support key priorities of the education sector strategic plan in tandem with the NDP, targeting expanded access to quality BTVET. In so doing, the project aims at supporting appropriate national skills training for development and poverty eradication, while mitigating the increasing demand for further education opportunities, from outputs of the country's UPE and USE programmes.

Under the project, nine new technical institutes located in nine districts (i.e. Amuria, Hoima, Kamuli, Lwengo, Mukono, Nakasongola, Namutumba, Pader and Yumbe) are being constructed and equipped.

The institutions are specializing in six courses selected from the following; Building and Concrete Practice, Carpentry and Joinery, Electrical installation and fitting, Welding and Metal fabrication, Motor Vehicle mechanics, Agriculture, plumbing/pipe fitting, Painting and decoration, Home Economics/tailoring and petroleum technology.

The project objectives shall be achieved through the following components;

Component 1: Design and Supervision services

Design and supervision consultancy services for components 2 and 3.

Component 2: Civil Works

New construction works include: classrooms, workshops, administration block, multi-purpose hall, multi-purpose science room, staff housing library block, student dormitories, solar power system, rain water tanks, manual borehole and other works (leveling, fencing and sports play grounds).

Component 3: Purchase and Installation of Equipment

Supply of furniture, equipment (computers, appliances and sport s), tools and text books for the six selected courses at each technical institute.

Component 4: Training and Technical Assistance

Capacity building, institutional management and related technical assistance

Component 5: Project Coordination and Management

PCU operational costs; staff travel, communication, equipment etc

Financial Performance

By 15th January 2015, the cumulative donor disbursement since the project started was Ug shs 28,567,991,856 (54.1%) while GoU cumulative disbursement was Ug shs 1,163,326,594 (17.1%). Both the donor and GoU have performed poorly in terms of disbursement of funds to the project. Table 6.15 shows the project financial performance.

Table 6.15 OFID-Funded VE Project Financial Performance by 15th January 2015

Contract Details	Contractor/ Consultant	Contract Sum/Budget	Donor counterpart (Ug shs)	GoU counter part (Ug shs)	Cumulative Donor Disbursements (Ug shs)	Cumulative GoU Disbursements (Ug shs)
Civil Works						
Construction of Basoga Nsadhu Mem.T/I- Namutumba	Multiplex Uganda	5,723,630,068	4,982,992,337	740,637,731	2,777,819,879	171,975,502
Construction of Sasiira T/I- Nakasongola	Johnston Group	5,534,386,653	4,818,237,020	716,149,633	2,941,017,365	82,383,620
Construction of	Egy.Trading	5,783,759,871	5,035,341,344	748,418,527	2,788,562,959	74,592,657

Lokopio Hills T/I- Yumbe						
Construction of Buhimba T/I- Hoima	Techno Three	5,301,059,561	4,615,102,454	685,957,107	2,979,737,725	141,105,494
Construction of Lwengo T/I- Lwengo	HL Construction	6,017,478,584	5,238,816,855	778,661,729	3,513,513,975	150,434,849
Construction of Namataba T/I- Mukono	HL Construction	6,225,529,618	5,419,946,085	805,583,533	3,383,769,352	108,617,835
Construction of Ogolai T/I- Amuria	Ambitious Construction	5,880,377,688	5,119,456,815	760,920,873	3,473,194,063	84,238,563
Construction of Nawanyago T/I- Kamuli	Ambitious Construction	5,863,716,256	5,104,951,372	758,764,884	3,813,453,013	204,189,953
Construction of Kilak Corner T/I- Pader	Techno Three	5,221,797,773	4,546,097,141	675,700,632	2,896,923,525	145,791,121
Training Supplies						
Furniture	Sonic	1,934,692,390	1,934,692,390	348,244,630 ²		
W/shop Equipment	Lucky	5,236,516,518	5,236,516,518	2,487,345,346		
Text books	Gustro	297,867,970	297,867,970	141,487,286		
ICT Equipment	Access IT	452,498,238	452,498,238	214,936,663		
Total		59,473,311,188	52,802,516,539	9,862,808,573	28,567,991,856	1,163,326,594
GoU counterpart obligations on Civil works is 12.94%			Initially 18.17% in Loan agreement was adjusted to 12.94% due to reallocations to civil works on donor side			

Source: Project Accounts January 2015

Physical Performance

Six districts were visited to assess level of project implementation and these are: Amuria, Hoima, Kamuli, Lwengo, Namutumba and Mukono District. Findings are as follows:

a) Construction of Ogolai Technical Institute-Amuria District

The contract for construction of a new technical institute located in Ogolai Sub County was awarded to M/s Ambitious in January 2013 for a sum of US \$ 5,880,377,688 for 12 months. Civil works commenced in January 2013 and works were expected to be complete by 27th January 2015. The scope of works were construction of a main block, classrooms, principal's house, guard house, teaching staff house, non-teaching staff house, kitchen, dormitory block,

² GoU Figures inclusive of VAT and Import Duty

workshops and aqua privy toilets. By 20th January 2014 all civil works were completed and were awaiting hand over. Below are the details;

- The main building complex was completed. The complex has three storied blocks interconnected by ramps, a stair case and a circulation area. The first block is a storied six-classroom block (three classrooms on the ground floor and three upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor.
- The principal's house was completed. The house has two bedrooms, a sitting room, a kitchen, a bathroom, a toilets and a store.
- The kitchen and stores was at completed. The kitchen has a washing area, dry foods stores, fresh foods stores, firewood store, toilets, a paved court yard and a 5,000 liter tank. It also has fire fighting equipment.
- A storied four-unit teaching staff house was completed. Each unit has two bedrooms, a sitting room, a kitchen with high level and lower level cabinets, a toilet and a bathroom. Each unit also has a veranda in-front and a porch behind. The house has two 5000 litre water harvesting tanks.
- A four-unit non teaching staff house completed. Each unit has a sitting room, a bedroom with an audrops, a shower room, toilet with a washing basin and outside store.
- A storied dormitory was completed. It has a capacity of 180 students. It has four toilets, four showers and urinals on the ground floor and another four toilets, showers and urinals on the upper floor include one for students with disabilities. It has ironing tables, terrazzo doobby sinks and drying lines and fire extinguishers. It has two aqua privy toilets for use in case in lack of water.
- Two workshops, one for welding and electronics and another for BCP were completed. The gas cage was also completed. Both of them have offices for the instructors and stores.
- A 300 user septic tank with two soak pits was complete. These were to serve the dormitory, the non teaching staff house, the teaching staff house and the kitchen.
- Two aqua privy toilets, transformer shed, generator house and power house were completed.
- A gate house was also completed.
- The parking area in front of the administration block was completed with pavers and parking lights installed.
- A one kilometer chain link fence around the institutions with two gates, parking lights and parking pavers installed.

All the furniture was not yet delivered to the institution.



From top L-R: The principal's house, the administration block, the four unit storied house for teaching staff and the four unit house for non teaching staff all completed at Ogolai T/I



L-R: A storied dormitory block and the welding /electrical and electronics workshop all completed at Ogolai T/I

ii) Buhimba Technical Institute

The MoES is constructing a new technical institute in Ibanda village LCI, Musajja-mukulu west parish, Buhimba Sub County in Hoima district. The civil works were contracted to M/s Techno Three Uganda Limited at a sum of Ug shs 5,301,059,561 for 12 months. The contract was signed on 6th November 2013. The site possession date was 6th December 2013 with a completion date of 6th December 2014. By 10th February 2015, the contractor had gone beyond the contract period and had received an extension of two months up to 28th February 2015.

Construction of this institution was delayed by squatters who wanted compensation before vacating the land. These were settled by Hoima DLG. The following was the progress of the different structures.

- The main building complex was at finishes with 98% of the civil works complete. The complex has three storied blocks inter-connected by ramps, a stair case and a circulation area. The first block is a storied 6-classroom block (3 classrooms on the ground floor and 3 upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor. The remaining works on this complex were painting, plastering the ramps and stair cases and fixing the gutters and down pipes.
- A storied 4-unit teaching staff house was at finishes level with 90% of the civil works complete. Each unit has 2 bedrooms, a sitting room, a kitchen, a toilet and a bathroom. Each unit also has a veranda in-front and a porch behind. The remaining works were fixing the shutters and the internal doors, floor screeding in the 2 units on the first floor, terrazzo works on all the toilets and the kitchens in the 4 units and painting.
- A storied girls' dormitory was at finishes level with 85% of the works complete. The remaining works were grinding the terrazzo in the laundry area, tiling the laundry area, grinding the terrazzo in the toilets, screeding the floor on the top floor, final coat of paint and completing the stair cases.
- The kitchen was at finishes level with 99% of the works complete. It was left with a final coat of paint and cleaning up.
- The aqua privy was at finishes level with 99% of the works complete. It was left with completing the rough cast and copings on the curtain wall and painting.
- A 4-unit non teaching staff house was at finishes level with 99% of the works complete. It was left with fitting the doors, fixing curtain boxes and picture rails.
- The gas cage was at finishes level with 99% of the works complete.
- The welding and agriculture workshop complex was at finishes with 98% complete. The remaining works were completing the 2 ramps, painting, electricals second fix and rough cast on the walls around the courtyard.
- The principal's house was at finishes with 95% of the works complete. It was left with fixing the water closets in the bathroom, fitting the toilets seats, fitting the internal doors, fixing the fasteners, fixing the gutters and a final coat of paint.
- The BCP workshop was at finishes with 99% of the works complete. It was left with fixing the door locks, final coat of paint, fixing the gutters and down pipes.
- The power house was at finishes level with 99% of the works complete. It was left with fixing the metal grill around the generator and the delivery of the transformer.
- The chain link around the technical institute was complete.

The other works yet to be completed were site clearance of which only 40% had been done. Works on the water supply and distribution system were at 35%. The base for the 85,000 liter water supply tank was completed but the tank itself was not yet fixed. The piping works from the pump to the tank were complete while the works for the distribution system to the various buildings was on going. All the works on the external wiring had not started. Works on the extending the 33KV power line by Umeme were progressing but not complete.

The courses to be offered at this institution are agriculture, welding and metal fabrication and building and concrete practice.



From top L-R: The main building complex, the four unit storied teaching staff house. Down L-R: The storied girls' dormitory and the Kitchen and stores under construction at Buhimba T/I.



Top L-R: The four unit non teaching staff house, the welding/agriculture workshop complex. Down L-R: The principal's house and the BCP workshop constructed at Buhimba T/I

iii) Construction of Nawanyago Technical Institute-Kamuli District

The MoES has constructed a new technical Institute at Nawanyago village, Nawanyago sub county, Buzaaya county, in Kamuli district. The contract for construction of this institute was awarded to M/s Ambitious Construction Company on 2nd December 2013 for a period of 12 months at a sum of Ug shs 5,863,716,256. Civil works commenced on 2nd December 2013 and were completed on 2nd December 2014. Works were completed within the stipulated contract period. Details of facilities constructed is as follows:

- The main building complex was completed. The complex has three storied blocks interconnected by ramps, a stair case and a circulation area. The first block is a storied six-classroom block (three classrooms on the ground floor and three upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor.
- The principal's house was completed. The house has two bedrooms, a sitting room, a kitchen, a bathroom, a toilets and a store.
- The kitchen and stores was at completed. The kitchen has a washing area, dry foods stores, fresh foods stores, firewood store, toilets, a paved court yard and a 5,000 liter tank. It also has fire fighting equipment.
- A storied four-unit teaching staff house was completed. Each unit has two bedrooms, a sitting room, a kitchen with high level and lower level cabinets, a toilet and a bathroom. Each unit also has a veranda in-front and a porch behind. The house has two 5000 litre water harvesting tanks.
- A four-unit non teaching staff house completed. Each unit has a sitting room, a bedroom with an audrops, a shower room, toilet with a washing basin and outside store.
- A storied dormitory was completed. It has a capacity of 180 students. It has four toilets, four showers and urinals on the ground floor and another four toilets, showers and urinals on the upper floor include one for students with disabilities. It has ironing tables, terrazzo doobby sinks and drying lines and fire extinguishers. It has two aqua privy toilets for use in case in lack of water.
- Two workshops, one for welding and electronics and another for BCP were completed. The gas cage was also completed. Both of them have offices for the instructors and stores.
- A 300 user septic tank with two soak pits was complete. These were to serve the dormitory, the non teaching staff house, the teaching staff house and the kitchen.
- Two aqua privy toilets, transformer shed, generator house and power house were completed.
- The parking area in front of the administration block was completed with pavers and parking lights installed.
- A one kilometer chain link fence around the institutions with two gates, parking lights and parking pavers installed.
- External works included installing a chain link of 785 m, compound lights (6), main gate, drive way completed with paving slabs and road caps and grass planting (12,000 square meters). On septic tank for 400 users.

All the furniture was not yet delivered to the institution.



Top L-R: The completed main building complex, the kitchen and stores

Down L-R: The completed welding fabrication/Plumbing and pipe fitting workshop complex and the storied teaching staff house at Nawanyago T/I



Top L-R: The four unit non teaching staff house, the storied dormitory block at Nawanyago T/I

iv) Construction of Lwengo Technical Institute-Lwengo District

The MoES is constructing a new technical institute above Lwengo trading centre just behind Lwengo sub county headquarters in Lwengo district. This institute is to be called Lwengo Technical Institute. The contract for the civil works was awarded to M/s HL Construction limited at a sum of Ushs 6,017,478,584 for twelve months. The contract was signed on 27th November 2013. The site possession date was 9th December 2013 with a completion date of 9th December 2014.

By 9th February 2015, the contractor had gone beyond the contract period and had received an extension of two months up to 28th February 2015. The following was the progress of the different structures;

- The three-in-one workshop housing the home economics, tailoring and electrical installation was at finishes level with 95% of works completed. It was left with fixing the gate, fixing the granite tiles on the work-tops, electricals second fix and final coat of paint.
- A three-bedroom staff house for the Principal was at finishes level with 98% of works completed. It was left with fitting the water closets in the toilets and a final coat of paint only. The house has a sitting room, dining room, a kitchen, a bathroom and toilet.
- A four-unit non teaching staff was at finishes level with 98% of works completed. Each of the units has a sitting room, one bedroom, a bathroom and a store. It was remaining with fitting the water closets and a final coat of paint.
- A storied four-unit staff house was at 98% complete. Each of the units has a sitting room, two bedrooms, a kitchen, a bathroom, toilet and two verandas (one in-front and one behind). It was left with a final coat of paint and fixing the water closets in the toilets.
- A storied girls' dormitory was at finishes level with 90% of works complete. It was left with a final coat of paint, drainage works in the toilets and completing the chain link around the courtyard and drying lines.
- A girls' aqua privy of four stances on the dormitory was at finishes level with 85% of works completed. It was left with fixing the doors and painting.
- A kitchen and store was at finishes level with 95% of works completed. It has a cooking room with stoves, dry wood store, utensil store, office, changing room, a bathroom and a toilet and a washing area. It was left with fixing the gate, tiling the washing area and final coat of paint.
- The main building complex was at finishes with 98% of the civil works complete. The complex has three storied blocks inter-connected by ramps, a stair case and a circulation area. The first block is a storied six-classroom block (three classrooms on the ground floor and three upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor. The remaining works on this complex were a final coat of paint and fitting the water closets.
- Drilling of the two boreholes supplying the 80,000 litre water supply tank was done. Each of the boreholes was fitted with a water pump. The entire water supply and distribution around the campus was 100% complete.
- The chain link around the school was 80% complete. All the poles were erected and fixed with concrete and were waiting for the chain link tensioning.
- The generator house was 75% complete. It was left with a roof cover and painting.
- The gate house was 100% complete.
- The gas cage house was 95% complete. It was only left with a final coat of paint and fitting the doors.



Top L-R: The three-in-one complex for home economics, tailoring and electrical workshop and the Principal's house. Down L-R: The four-unit non teaching staff house and the four unit storied teaching staff house under



Top L-R: A storied girls' dormitory, a kitchen with stores. Down T-L: part of the administration block complex and the power house and the transformer platform under construction at Lwengo T/I

v) Construction of Namataba Technical Institute-Mukono District

The MoES is constructing a new technical institute in Nakaseeta village, Nagojje parish, Nagojje Sub County, Mukono district. The institute is to be called Namataba Technical Institute. The contract was awarded to M/s HL Construction Limited at a sum of Ug shs 6,225,529,618 on 2nd December 2013 for a period of 12 months. Works started in December 2013 and the end date was December 2014. While civil works were going on their contract had not officially been extended.

The scope of works includes: construction of a main block, dormitory block, kitchen and store, principal's house, teaching staff house, non-teaching staff house, gate house, power and generator house, transformer platform, gas cage, aqua privy block, workshops, electrical reticulation and site works.

The overall physical progress as of 29th January 2015 was 90% against a time progress of 100%. The contractor requested for an extension and was awaiting approval from the funders. Status of civil works was as follows:

- Principal's house was at finishes level and works were 95%. It has three bedrooms, a sitting room, kitchen, dining, bathroom and toilet. Remaining works were applying final coat of paint.
- Gate house was at finishes level. Works were 99% complete pending final coat of paint.
- Civil works on the main building complex were 75% level of completion. The complex has three storied blocks inter-connected by ramps, a stair case and a circulation area. The first block is a storied six-classroom block (three classrooms on the ground floor and three upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor. Remaining works were; painting the entire complex, electrical fittings, plumbing (sanitary fittings), plastering and glazing
- Civil works on the metal and fabrication workshop were at 85% and the contractor was finalizing the first coat of paint. Pending works were electrical fittings and final coat of paint. The gas cage was 90% complete pending painting.
- Works on the BCP workshop at 98% level of completion. It consists of a store, office and an open yard. Remaining works were painting and electrical fittings
- Works on the kitchen with stores were at 95% level of completion. The kitchen has a store area, changing room, cut wood store, fresh food store and wash area. Remaining works were final coat of paint and electrical fittings.
- The generator house was 80% complete. Pending works were floor finishes, electrical fitting and generator installation. The transformer platform was 80% complete and remaining works were floor finishes, painting and transformer installation.
- The four unit teaching staff house was 75% complete. Each unit consists of two bedrooms, a sitting room, toilet and kitchen. Pending works include; painting, electrical and plumbing fittings.
- The four unit non-teaching staff house was 98% complete. Each unit consists of a bedroom, a sitting room, a store, a shared toilet and shower. Remaining works were electrical and plumbing fittings.

- Dormitory block is storied and was 70% complete. The contractor was finalizing floor screed on the first floor and splash apron. Remaining works were: painting, glazing, electrical and plumbing fittings.
- Aqua privy toilet: works were 70% complete. Remaining works were splash apron and painting.
- External works: water tank was 90% complete, poles for the fence were fixed awaiting completion of civil works to fix the chain. Remaining works were completing access roads, laying cables and drainage to different building.



Top L-R: The Principal's house, the Motor Vehicle/Metal fabrication workshop complex. Down L-R: The kitchen with stores and the BCP workshon under construction at Namataba T/I

Implementation challenges

- The terrain of the site gave the contractor a big challenge and lost a lot of time grading each site for each of the structure.

- The heavy rainfall between the months of March to June interrupted works
- Delayed payments for works done interrupted the contractor's schedule.



As of 23rd January 2015, seven certificates raised by the contractor were pending payments. The untimely payments affected the contractor's cash flows. Below are the details of the pending certificates:

Top L-R: The administration block complex, the four unit storied teaching staff house, Down L-R: The four unit non teaching staff house and the girls' dormitory under construction at Namataha T/I

Table 6.16 Certificates raised pending payment by January 2015

Certificate Number	Certificate date	No of days to date	OFID	G.O.U
4	05.05.2014	264		19,567,770
5	23.05.2014	247		23,596,763
8	23.09.2014	123	33,552,026	83,115,708
9	20.10.2014	96	23,007,451	49,485,510
10	27.11.2014	58	350,723,223	52,129,089
11	18.12.2014	35	769,613,192	114,390,014
12	13.01.2015 (Not yet certified)	9	521,732,051	77,546,666
Total by paying agent			1,698,627,943	419,831,520
Total				2,118,459,463

Source: Contractor's records accessed on 29th January 2015

vi) Construction of Basoga Nsadhu Memorial Technical Institute-Namutumba District

The MoES is constructing a new technical institute in Kayiti LCI, Namutumba Sub County, Namutumba Town Council, Namutumba district. This technical institute is to be called Basoga Nsadhu Memorial Technical Institute. The contract was awarded to M/s Multiplex Uganda at a sum of Ug shs 5,723,630,068 for a period of 12 months. The site was handed over on 23rd December 2013 January 2013 and the project end date was December 2014. An extension up to end of February 2015 was granted as works had gone beyond the initial contract period.

The scope of works includes; construction of one main block complex, three staff houses, one dormitory, two workshops, a generator house, a gate house, one aqua privy toilet, one gas cage, one steel water tank, two boreholes, fencing (1 Km), access roads (1 Km), power connection to site, drainage, sewers, septic tanks and paved walk ways. By 22nd January 2015 the overall physical progress was 70% and works had gone beyond the contract period. The progress of civil works was as follows.

- Construction of the storied main building complex was at roofing level. The complex has three storied blocks inter-connected by ramps, a stair case and a circulation area. The first block is a storied six-classroom block (three classrooms on the ground floor and three upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor. The remaining works included completing the roof cover, internal and external plastering for the entire complex, fitting all the door and window shutters, electrical fittings, all the plumbing works and fittings, painting, floor screeding and other finishes works.
- Kitchen complex was at finishes level. The complex consists of the parking area, office for the head cook, two stance water borne toilet, bathroom, store room with four stoves fitted, cut wood store, wet store and dry store, wash area and sinks. Remaining works were: wiring, plumbing, painting and paving.
- Girls' dormitory is a storied block with a capacity of 290 students and was at finishes level. Remaining works were window glazing, ceiling works, painting and second fix of electricals. Five toilets are on the ground floor of the dormitory block and remaining works were: wall tiling, plumbing works and all sanitary fittings, fitting the gutters, down pipes and the water harvesting tanks, the drying lines.
- The aqua privy toilet and septic tank (300 user) were at excavation level.
- Non-teaching staff house was at finishes level. It has four units each containing one bedroom, toilet, bathroom, sitting room and outside store. Remaining works were window glazing, plumbing works and all the sanitary fittings, electrical wiring, painting, fitting doors, fitting the gutters and down pipes.
- A four-unit storied teaching staff house was at finishes level. Each unit has two bedrooms, kitchen, sitting room, toilet and bathroom. Remaining works were window glazing, wiring, painting, plumbing and fitting doors. Remaining works were window glazing, plumbing works and all the sanitary fittings, electrical wiring, painting, fitting doors, fitting the gutters and down pipes.

- The generator house and the transformer platform were at roofing stage. The transformer and generator had not been installed pending completion of civil works. The remaining works included fitting the roof cover and all the finishes works.
- A three phase power line was extended to the site for 120 meters from the main line.
- Construction of the home economics workshop that will be used for tailoring, hair dressing and catering was at roofing level. Remaining works were putting roof cover, all the internal and external plastering, electrical fittings, fitting doors and window, gutters, down pipes and concrete pavers in the courtyard.
- Motor vehicle workshop was at roofing level. Remaining works were putting the roof cover, completing the ground slab and finishes on the service-pit, door and window fittings, internal and external plastering, painting, gutters, down pipes and putting the concrete pavers on the courtyard.
- Gas cage was at roofing level. Remaining works were putting the roof cover, fitting doors painting and splash apron.
- Principal's house was at finishes level. The house consists of three bedrooms, kitchen, store, sitting room, dining room, toilet and bathroom. Remaining works were wiring, painting, sanitary fittings, gutters and down pipes and grazing.
- The fence chain link of 1Km was completed.
- The gate house was at roofing level. Remaining works were putting the roof cover, fitting windows and doors painting and splash apron.
- The principal's house that comprises of three bedrooms, a sitting room, a kitchen, dining room, toilet, bathroom and store was at finishes level. Remaining works were; sanitary fittings, gutters, down pipes and window glazing.



Top L-R: The administration block complex, the kitchen with stores, Down L-R: a storied girls' dormitory and the four unit non teaching staff house under construction at Basoga Nsadhon Memorial T/I



Top L-R: The four unit storied teaching staff house, the home economics workshop; Down L-R: the M/V workshop and the Principal's house under construction at Basoga Nsadhu Memorial T/I

Project Implementation Challenges

- Design changes; there were abrupt changes on the motor vehicle workshop which took long to be approved.
- Delay in certificate payments led slow procurement of materials by the company.

Conclusion

The contract period for this project is soon coming an end. However both the donor and GoU have performed poorly in terms of disbursement of funds to the project. This is affecting the processes of payment of certified works for the project. Both donor and GoU should expedite the release process of the required funds for the project.

2) Uganda National Education Support Project Phase 1(finance with support from IDB)

Project Overview

Phase 1 of the Uganda National Education Support (UNES) project is being implemented through a long term loan of US \$ 13.57 million with a technical assistance facility of US \$ 230,000 secured from the IDB by the GoU. The loan agreement that was signed in 24th June 2010 was declared effective on 14th September 2010 for a period of 52 months (*project end*

period 31st December 2014). The GoU is providing counterpart funding worth approximately 10% of the project budget. The MoES (executing agency) established the Project Coordination Unit in January 2011.

The overall aim of the project is to support key priorities of the Education Sector Strategic Plan (ESSP 11), targeting expanded access to quality Business, Technical and Vocational Education and Training (BTJET), as well as science focused Teacher Instructor Education and Training (TIET). In so doing, the project aims at supporting appropriate national skills training for development and poverty eradication, while mitigating the increasing demand for further education opportunities, from outputs of the country's UPE, USE and UPOLET basic education programmes. The operational components and sub-components of this project phase are summarized below;

Component 1: Improving access and quality of UTCs through

- a) Rehabilitation and expansion of two UTCs (Elgon and Lira)
- b). Supply of furniture, equipment, tools and textbooks
- c) Curriculum development
- d) Skills development
- e) Provision of ICT equipment

Component 2: Improving access and quality to teacher education subsector through

- a) Expansion and rehabilitation of one national teachers' college (UNYAMA)
- b) Supply of furniture, equipment, tools and textbooks.
- c) Training of teachers and
- d) Provision of ICT equipment and transport

Component 3: Project Management comprising

- a) Support to the PCU
- b) Studies and supervision services
- c) Audit
- d) Start-up workshop/ mid-term review

Financial Performance

By 15th January 2015, cumulative donor disbursement stood at Ug shs 12,862,703,175 (33.5%) while cumulative GoU provision since project started stood at Ug shs 1,819,643,946. (13.3%)

Therefore both the donor and GoU have performed poorly in terms of disbursement of funds to the project given the few months to the expiry of the contract period. Table 6.17 shows financial performance of the project by 15th January 2015

Table 6.17: IDB-Funded UNES Project Financial Performance by 15th January 2015

Project start date	14 th September 2010					
Project end date	31 st December 2014					
Project Life span	52 months					
Extension	31 st December 2015 <i>(awaiting clearance of extension)</i>					
Civil Works						
Contract details	Contractor/ Consultant	Contract sum	Donor loan Amount	GoU counter part	Cumulative Donor disbursement	Cumulative GoU disbursement
Expansion of UTC Elgon	Amugoli Gen. Enterprises Ltd	8,041,103,110	5,311,081,091	2,730,022,019	3,149,238,414	274,439,531
Expansion of UTC Lira	PEARL Engineering Ltd	9,873,099,532	6,581,922,457	3,291,177,075	3,919,842,873	597,026,636
Rehabilitation and Expansion of UNYAMA NTC-Gulu	PRISMA ltd	15,640,087,342	10,426,496,949	5,213,590,393	5,793,621,888	948,177,779
Training supplies		9,763,980,000	8,649,282,000	5,752,588,500		
Furniture						
W/shop Equipment						
Text books						
ICT equipment						
Total		43,318,269,984	30,968,782,497	16,987,377,987	12,862,703,175	1,819,643,946
GoU counterpart obligations on civil works was at 33.5%			Initially 9.6% in Loan agreement, adjusted to 33.5% in Oct-2-13 due to GoU commitment to works budget Overrun			
GoU counterpart obligations on training supplies was at 11.4%			As per the Loan agreement			

Source: Project Accounts January 2015

Physical Performance

Two sites were visited to assess level of implementation and these are: Unyama NTC and UTC Lira. Below are the findings;

a) Rehabilitation and expansion of UNYAMA National Teachers College - Gulu

The college located in Tepwoyo village, Pakwelo parish Unyama Sub County, Gulu district. The institution was established in 1984 as a Primary Teachers' College (PTC). Later it was upgraded to a National Teachers College when government started the 10 NTCs and inherited the structures of the PTC. However the structures of this institution were destroyed during the years of insurgency and required rehabilitation.

The MoES received support from IDB to rehabilitate and expand the existing facilities at Unyama NTC. The contract for civil works was awarded to M/s Prisma Limited in May 2013 for a sum of Ug shs 15,640,087,342 of which Ug shs 10,426,496,949 is donor commitment and Ug shs 5,213,590,393 is GoU counterpart funding for a period of 14 months.

The scope of works included construction of a new storied six classroom block, library block, administration block, multipurpose hall, female and male hostels, laboratories, develop an entire water system, rehabilitate all old infrastructure, modern playgrounds for football, netball, volley ball and other games, land scaping and tree planting and construct a modern kitchen and equipping it and external works.

By 19th January 2014, civil works were two months behind schedule and over all physical progress was between 75%-80%. Below are the details of physical progress:

1) New constructions

- Construction of a six storied classroom block was at roofing level with 65% of works complete. The remaining works included putting the roof cover, internal and external plastering, floor screeding, fitting doors and windows, glazing and splash aprons.
- Construction of a storied laboratory block was roofed and works were 65% complete the block consists of six laboratories and a staff room. The remaining works included: roofing, floor screeding, fitting windows and splash aprons.
- Civil works for construction of a storied library block were at 75% level of completion. It consists of two halls with a capacity of 270 students and six abolutions on the ground floor. While the upper floor consists of a library hall and ICT room. The remaining works were ceiling works, fitting the window shutters, floor screeding, painting and finishes works on the veranda and splash aprons.
- Construction of a storied administration block was at finishes level. The block consists of four offices with a staff room and abolutions, waiting area, archive room and bursar's office. The remaining works included the ceiling works, fitting the windows and door, painting.
- Multipurpose hall with a sitting capacity of 270 students was at finishes level. Remaining works were floor screeding, fitting window frames and doors, painting and splash apron works.
- Construction of storied female hostel with a capacity of 112 students was at finishes level with civil works 80% complete. The remaining works included fixing window frames,

door frames, painting, paving the courtyard and completing the courtyard wall and splash apron.

- Construction of a storied Male hostel was at roofing level. It has a capacity of 112 students. Remaining works included roofing, fixing window frames, shutters, painting, courtyard wall, paving and splash apron.
- Construction of an eight unit storied staff house was at roofing level (*80% complete*). Each unit consists of a two bedrooms, kitchen, sitting room, toilet and bathroom. Remaining works included roofing, fitting window glasses, ceiling works, painting and floor screeding.
- Construction of a one water borne toilet with 10 stances was at roofing level. Remaining works included putting the iron sheets, doors and ventilation block. Two blocks of aqua privy toilets (2 stances on each block) was 30% complete.
- Construction of the Sick bay was 80% complete. Remaining was ceiling works, window glazing, floor screeding, painting and veranda works
- Construction of the gate and gate house was at 80% level of completion. Remaining works included gate installation, window fittings floor screeding and plastering on the gate house.
- Construction of 400 user septic tank each tank was in progress.
- The underground water tank of 200,000 liters was 50% complete. Remaining works included completing the walling, roofing and putting pipes.
- Apart from the disputed piece of land of about 300m, the rest of the chain link fence of 2.4km long out of the 3 km was completed



From L-R: A six storied classroom block, a six storied laboratory block



From Top Left to right : the new administration block, a multi purpose block, a storied hostel block for girls and renovation of one staff house block going-on at Unvama NTC

Renovations

- Civil works on renovations of the existing 14 classrooms was at 70% complete. Works done included removing all the asbestos sheets and replacing them with pre-painted iron sheets, replacing all windows and doors with metallic ones, re-plastering internally and externally, all existing walk ways and concrete gutters made anew, replaced all the ply wood ceiling in all the blocks. On one of the two classroom block, a store and two toilets were provided.
- Extension of the kitchen and the dining hall was at 70% complete. The asbestos were replaced with iron sheets, old windows removed, a new wall extension was put up. Remaining works were plastering, paving the yard, fitting windows and doors, floor screeding, the plumbing works and fitting hand wash basins.
- Renovation of the existing administration block was at 90% complete. New toilets were provided in the building. The roof was replaced as well as all the doors and windows. A new floor was screeded. One of the rooms was modified into a store.
- Laboratories: civil works were almost complete. Ongoing works included replacement of windows.
- Renovation of staff houses was at 75% completion. There were five units each with three bedrooms and four units of two bedrooms each. The roofs were replaced and bedrooms modified, new windows were fitted, the walls re-plastered provided. Remaining works were paving the courtyard, fitting window and door glasses, floor screeding, second fix of electrical, plumbing and painting.

- Renovation of sick bay was 85% complete. Remaining works were putting the new ceiling floor screeding, grazing, painting and fitting the new doors courtyard wall and paving, electrical and water supply.
- The gate house was at finishes. The remaining works were fixing the gate, works on the ceiling, floor screeding and painting.



The dining hall and the kitchen being extended and the part of the 14 classrooms block under renovations at Unyama NTC

Implementation Challenges:

The project experienced a number of challenges

- a) Change in designs: Most BoQs for renovation works lacked windows and doors, ventilation in the roofs and abolitions for teachers on the classroom blocked were not included. The decisions to have them included took a lot of time. All the variations needed approval which delayed project implementation.
- b) Squatters on part of the school land: There were squatters on the college land that sabotaged the progress of fencing works. The squatters dragged NTC to court and the encumbered land cannot be fenced. Some of them are even trying to develop part of the college land.
- c) Payments for the completed works in terms of certificates has been very slow.
- d) Lack of materials in the region: Some materials were not available in the region. For instance the contractor had to get sand from as far as Packwach which delayed implementation of works.

b) Expansion of UTC Lira

The MoES received support from IDB to rehabilitate and expand the existing facilities at UTC Lira. The contract for civil works was awarded to M/s Pearl Engineering Company Limited at a sum of Ug shs 9,873,099,532 of which Ug shs 6,581,922,457 is donor commitment and Ug shs 3,291,177,075 is GoU counterpart funding.

The contract was signed on 22nd November 2013 for 52 weeks (*to 22nd November 2014*) and the site was handed over in January 2014. The scope of works included: construction of two hostels, one workshop, civil laboratory, one classroom block, resource center, abolitions for students, two

septic tanks, one underground tank, sports field, re-roofing of two old students, electrical, 3km perimeter fence (chain-link) and gate construction. The had gone beyond the contract period.

By 20th January 2015, total disbursement towards the project was Ug shs 4,516,869,509 and overall physical progress was at 80%. Below are details of physical progress;

- Civil works on the workshop were roofing with 85% of the works complete. The remaining works included floor screeding, electricals second fix, painting, ceiling works, metal works and plumbing works.



- Civil works on the storied civil laboratory comprising six rooms was at finishes with 90% of works complete. Outstanding works included; painting, glazing and fixing of hand rails.



From Top Left to Right: A metal works and plumbing workshop, a storied laboratory block, a storied six classroom block, a resource centre/library block

- Construction of a six classroom storied block was 90% complete. Remaining were ceiling works, final coat of paint and fitting hand rails, gutters and down pipes.
- Construction of a storied resource center/library was at 70% complete. Remaining works included the ceiling works, floor screeding, splash aprons, painting, glazing, fitting gutters and down pipes.
- Abolitions were 80% complete. Remaining works included painting, fitting gutters, splash apron and veranda works.
- Civil works on the two Boys' Hostel was at finishes with 80% of the works complete. Outstanding works included works on the ceiling, internal audrops, glazing, painting, drainage works, plumbing and tiling, fixing doors and windows, electrical second fix, constructing external wall and land scaping.
- Medical center/sickbay was at finishes level. The sick bay has six rooms and these are; attendants' room, consultative room, kitchen, store, treatment room, female and male wards. The outstanding works were painting, fixing door shutters, electrical second fix, fitting the gutters and down pipes.
- The 3 km chain link fence was completed.
- Re-roofing of old classrooms had not started.

- Two septic tanks were at excavation level.



L-R: One of the boys' hostels and the sick bay constructed at Lira UTC

Implementation Challenges

- Design alternations and delayed approvals: It was reported that initial designs on the civil laboratory were altered, and there were delays in approving the changes. For instance the external paintings (colour skins), the removal of the beam to introduce a ramp among other things took a long time to be approved.
- There were a lot of delays in payment of certificates which hampered progress.

Conclusion

The contract period for this project is coming to an end. However both the donor and GoU have performed poorly in terms of disbursement of funds. This is affecting the processes of payment of certified works for the project. Both donor and GoU should expedite the release process of the required funds for the project.

c) Construction and Equipping of Technical Institute in Nakaseke (CETIN) Project

Project overview

The GoU secured a long- term loan from the Arab Bank for Economic Development in Africa (BADEA) to the tune of US \$ 5 million to finance the construction and equipping of technical institute in Nakaseke (CETIN) project. The loan agreement that was signed on 28th June 2011 was declared effective on 14th August 2012.

The GoU is providing counterpart funding worth 10% of the project budget. The Project Coordination Unit (PCU) established by the MoES in January 2011 was mandated to manage implementation of the CETIN project on behalf of the MoES.

Under the project, a technical institute is being constructed and equipped in Nakaseke District. The project operational components are as follows;

Component 1: Civil works and Ancillaries

New construction works including; classrooms, workshops, library/computer room, drawing room, administration block, Director's house, teacher housing, students dormitories, medical post, toilets, solar energy, rain water tanks, borehole/tank, sports facilities, fencing and access roads.

Component 2: Provision of equipment, furniture, bus and vehicle

Supply of equipment, furniture, 30 seater bus and 4WD double cabin pick-up

Component 3: Institutional support to the PIU

Provision of 2 computers/accessories and a 4WD double cabin pick-up

Component 4: Consultancy services

Review of designs and tender documents, support with tender, evaluation and contracting processes, plus construction supervision

Findings

Nakaseke Technical Institute is a new institution constructed with support from BADEA. It is located in Butalangu trading centre, Butalangu Sub County, Nakaseke district. The civil works were contracted to M/s Ambitious Construction Company limited at a sum of Ug shs 10,364,290,544 for 18 months. The works were supervised by M/s Arch Design limited. The contract start date was 14th October 2014 with a completion date of 14th April 2016. By 12th February 2015, the overall progress on civil works was at 30% and two certificates were submitted pending payments. The progress on each of the structures was as follows:

- A storied 8-unit teaching staff house was at excavation level. The house will have 4 units on the ground floor and 4 units upstairs. Each unit will have two bedrooms, a sitting room, a kitchen, toilet and shower, ward ropes and two balconies.
- The three bedroom principal's house was at excavation level.
- A storied boys' dormitory was plinth wall level with 5% of works done. It was remaining with raising the super structure, roofing and all the finishes works.
- A storied girls' dormitory was at first floor slab level on one side and at walling level on the other side with 30% of works done. It was remaining with completing the super structure, roofing and all the finishes works.
- Works on the kitchen and multi-purpose hall was at 30% done. The kitchen side was going on to roofing while the multi-purpose hall side was at ring beam level. It was left with roofing the multi-purpose hall side and all finishes works on both structures.
- The welding and metal fabrication and plumbing and pipe fitting workshop complex was at ring beam with 40% of works complete. It was left with roofing and all the finishes works.
- The electrical and motor vehicle workshop complex was at ring beam with 40% of the works complete. It was left with roofing and all the finishes works.
- The main building complex was at first floor slab level with 30% of works complete. The complex has three storied blocks inter-connected by ramps, a stair case and a circulation area. The first block is a storied 8-classroom block (4 classrooms on the ground floor and 4 upstairs), the second block is the administration block that has offices (for the principal, deputy principal, bursar, reception, staff room and toilets) on the ground floor, and a

library on the first floor. The third block has a board room on the ground floor and a computer laboratory on the first floor. It was remaining with completing the super structure, roofing and all the finishes works.

- The sick bay was at ring- beam level with 45% of the works done. It was remaining with roofing and all the finishes works.



L-R: A boys' dormitory at plinth wall level and a girls' dormitory at walling on one side and first floor slab on the other at Lira UTC.



Top L-R: A kitchen/multipurpose hall, a welding/metal fabrication workshop, an electrical/MV workshop, and the main building complex under construction at Lira UTC

Civil works on the a number of structures had not started: These included works on the walk-ways and drive way, the power house, the gas cage house, the gate house, aqua privy toilet, the chain link around the campus, drilling of the two boreholes, works on the water supply and distribution system as well as installation of the water 85,000 liter tank, leveling the site and planting of the grass. Power was yet to be connected to the site.

The courses to be offered are metal fabrication and welding, Motor vehicle mechanics and electrical.

d) Development of BTVET (Project 0942: GoU component)

Under development of BTVET, the MoES disbursed funds to commence construction works at Epel, Kiruhura, and Bamunanika Technical Institutes; complete a fence at Lake Katwe Technical Institute and provide a three phase line at L.Katwe T/I during Q1FY 2014/15.

Bamunanika and L.Katwe technical institutes were monitored to assess level of implementation.

i) Bamunanika Technical Institute

This institution is found in Mulajje LCI, Kyampisi parish, Bamunanika Sub County, Luwero district. The civil works were contracted to M/s Gali Technical services at a sum of Ug shs 2.06 billion for 36 months. The contract start date was April 2014 with a completion date of April 2017.

The scope of works included construction of a 2-classroom block, an administration block, a library block, a multi-purpose hall, a kitchen, an MV workshop, a BCP workshop, a carpentry workshop, a 2-unit staff house, a 4-unit shower block, a 2-stance latrine block, a 5-stance latrine block and a dormitory block.

By 12th February 2015, civil works had started on four structures. Eight months into the contract period civil works were moving very slowly and were as shown below:

- The BCP workshop was at walling level
- The carpentry workshop was ground slab level.
- The administration block was at ring-beam level.
- A two classroom block was roofing level.

Works on the rest of the structures were yet to start.



From Top L-R: The BCP workshop at walling level, the Capentry workshop at ground slab level, the administration block at ring bim level, and the two classroom block at roofing level at Bamunanika Technical Institute

ii) Lake Katwe Technical Institute

Provision of a three phase line

This institution is found in Rwenjuba Upper LCI, Rwenjuba ward, Katwe-Kabatoro Town Council, Busongora South County, Kasese district. The MoES planned to extend power to this institution in FY 2014/15. Findings confirmed that MoES credited Ug shs 51,881,700 to the institution's account in December 2014. This was based on a quotation by UMEME which was made in 2013. The quotation was valid for only three months. However, the funds were not enough for this activity by the time the institution received them in December 2014.

In January 2015, Umeme made a second quotation of Ug shs 60,395,506 (including Inspection fees and a security deposit) again valid for 3 months from date of quotation. The institution was waiting for guidance from the MoES. By the time of monitoring, all the funds were still on the bank account.

Completion of fence

The MoES planned to complete construction of a fence around Lake Katwe T/I in FY 2014/15. The institution contracted M/s Kule William and Sons Limited at a sum of Ug shs 360,000,000 to carry out works. Construction of the chain link fence started in 2013 after the institution

received partial payment of Ug shs 62,000,000 from the MoES. Three-quarters of the works were done. By the time of monitoring all the funds were still on the institution's account. However the contractor had been contacted to come and complete the works.

The half year planned targets for both of these activities under GoU (Bamunanika Technical Institute and Lake Katwe Technical Institute) were not met.

Recommendation

- The institution should be guided to have these funds committed before the validity of the quotation elapses as the MoES finds means to top up to have the activity completed.
- The MoES should ensure that the contractor the Bamunanika T/I M/s Gali Technical expedites the construction process of the facilities as he was too slow.

Conclusion

A number of facilities were visited under line output 070580 construction and rehabilitation of learning facilities BTVET. Out of the nine new OFID funded technical institutes, six were monitored. Two of them (Ogolai and Nawanyago) were completed; two others were nearing completion (Buhimba and Lwengo) with 95% of works completed. Civil works in three other technical institutes (Lwengo, Namataba and Basoga Nsadhu) they were progressing. Works for Basoga Nsadhu Memorial T/I were lagging behind at 70% level of completion. Overall, the quality of civil works under OFID projects was very good.

Two IDB funded institutions (Unyama NTC and UTC Lira) were monitored out of the planned three. Civil works in both of them were behind schedule with level of completion at 75%-80% and 80% respectively. Civil works were of good quality.

Civil works for the BADEA funded technical institute at Nakaseke were progressing well. Four months into the contract period works were at 30% progress. The quality of civil works was very good.

However, civil works for Bamunanika were behind schedule. Eight months into the contract period very little had been achieved.

E. Output 070582: Construction and rehabilitation of Accommodation Facilities (BTVET)

The MoES planned to construct a girls' dormitory at St. Kizito Technical institute this financial year. The Q1 progress report indicated that the MoES disbursed the funds for this activity. A field visit was made to St. Kizito Technical Institute Masaka, to verify the reporting.

St.Kizito Technical Institute Masaka

This institution is located in Kitovu, Nyendo-Ssenyange division, Masaka Municipality, Masaka district. The MoES planned to construct a girls' dormitory during FY 2014/15. Findings confirm that the institution received Ug shs 84,310,666. By the time of monitoring on 6th February 2015, the procurement process was on going and all funds were still on the institution's account.

Conclusion

The MoES achieved the planned target under output 070582. However, the administration of the Technical Institute observed that the funds may not be enough to construct the dormitory block as per the designs from the MoES.

Recommendation

The MoES should send adequate funds for construction of the dormitory block.

Project 0942 Implementation Challenges

- i) The Government of Uganda has been very slow in fulfilling the counterpart funding obligations for the donor financed projects yet some of the projects are coming to an end. For instance this financial year only Ug shs 8.6 billion was provided out of the required Ug shs 12 billion.
- ii) The counterpart contribution of Ug shs 8.6 billion is shared between the normal planned activities for project 0942 Development of BTVET and the donor projects. This reduces GoU's counterpart contribution to the donor projects and constrains payments of certificates.
- iii) The donor funded projects were originally VAT exempted. However this FY 2014/15 VAT was re-instated on construction materials. This was done after budget for the financial year was completed and the VAT requirements were not catered for. The GoU has therefore to pay for the VAT requirements at 18%. The MoES requires approximately Ug shs 35 billion for VAT and Import duty requirements.
- iv) There was a delay in setting up of the project coordination unit which delayed the start of project implementation. The coordination unit was put in place in 2011 yet the projects were declared effective in 2010.
- v) The Donor financed projects did not have country offices which delayed decision-making and implementation of activities.

Analysis

Link between financial and physical performance

While GoU released 61% of the budgeted funds and 90% expended by 31st December 2014, the donors only disbursed 31% of their budget all of which was spent by the end Q2. Physical performance on the other hand was mixed. Out of the five outputs sampled, three outputs had good performance and these achieved the half year performance targets while two outputs did not meet the half year performance targets.

The three outputs with good performance were; 070571: Acquisition of land by Government, and 070580: Construction and Rehabilitation of learning facilities (BTEVET) and output 070582: Construction and rehabilitation of accommodation facilities. The two outputs which did not meet

the half year performance targets were 070577: Purchase of specialized machinery and equipment and output 070502: Training and capacity building of BTVET Institutions.

Achievement of set targets

Project 0942 achieved the half year performance targets on at least three of the outputs while two outputs did not achieve their half year performance targets.

Recommendations

- The six donor funded projects under development of BTVET project should be given a separate code to ease monitoring and allocation of counterpart funding.
- The MoES should review designs of projects to take into account the time lag between background preparations and actual implementation.

General Conclusion

The overall performance of the Vote 013: Ministry of Education and Sports (MoES) was fair. Two projects performed well while two others and the recurrent programme underperformed. Good performance was noted in ADB IV Support to USE and Development of BTVET, while Programme 02 - Basic Education, Emergency Construction and Rehabilitation of Primary Schools, and Development of Secondary Education under performed.

The estimated cumulative rate of physical implementation for the ADB IV Support to USE Project was at 94%. Out of the 71 targeted beneficiary institutions, a total of 48 schools were completed and handed over. Another 10 schools had attained a physical completion rate of 90% and above with the rest being below 90%.

The half year targets under the project - Development of BTVET were achieved. On the other hand, the two IDB funded institutions monitored, had civil works behind schedule. Civil works for the BADEA funded technical institute at Nakaseke were progressing well. However, works for Bamunanika were behind schedule.

Programme 02 - Basic Education: Output 070102 Instructional Materials for Primary Schools achieved less than 25% of the half year performance targets. The distribution of assorted P.5-P.7 instructional materials was ongoing, distribution of reading books in 27 local languages, song books and Kiswahili readers for P1-P2 was yet to start. A needs assessment was concluded but the procurement of assistive devices for learners with special needs is not yet done. Procurement of the 40,500 copies of textbooks for the revised PTC curriculum had not been initiated.

Emergency Construction and Rehabilitation of Primary Schools: The half year target was to construct/rehabilitate 10 schools was not achieved. Three of the five primary schools sampled had received funds, and construction was ongoing in only one school.

The MoES continues to implement activities outside the approved work-plan. Under the project-Development of Secondary Education, the MoES planned to complete construction of three secondary schools. However civil works were ongoing in two schools outside the approved work-plan. This means that planned outputs received less funds as part of the funds were used to implement activities rolled over from the previous FY.

Recommendations

- The MoES should adhere to the approved work-plan/performance contract for the financial year.
- The MoES should make timely payments to the contractors upon presentation of certified works.
- The MoES should ensure that the publishers contracted to supply pupils' reading materials to all government aided primary schools fulfill their different contracts.
- The GoU should make timely counterpart contributions to donor funded projects

- The MoES should budget for VAT requirements that were re-instated on construction materials.
- The MFPED, Internal Audit directorate should conduct a comprehensive audit of the Output-instructional materials to assess whether there is value for money.

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