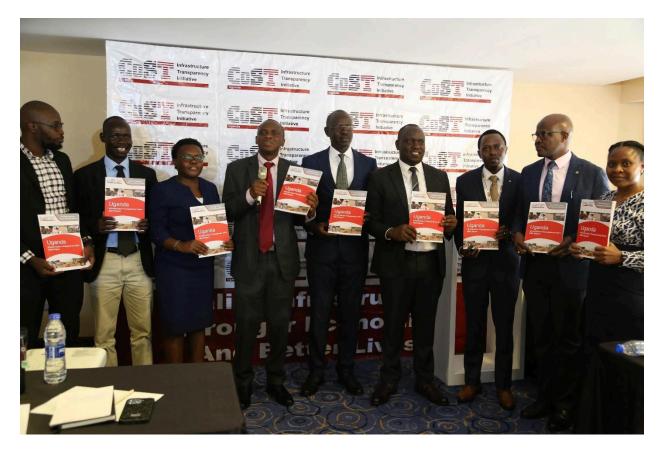# PRESS STATEMENT (embargoed until 10:00am, 26th July 2024)

RESULTS OF THE 2ND INFRASTRUCTURE TRANSPARENCY INDEX IN UGANDA

Kampala, July 25th, 2024

Today the 25th of July 2024, CoST Uganda is pleased to release its second Infrastructure Transparency Index (ITI) results. The Index was conducted from 15th April to 28th of May 2024 across 30 selected Procuring and Disclosing Entities spanning 58 infrastructure projects. Ten (10) entities were selected from the pilot 2021 Index and 20 new procuring entities. A detailed report has been prepared and can be accessed here https://itiuganda.web.app/overview

The report is therefore, being launched by the Hon. Minister of Works and Transport who doubles as the CoST Champion.

We congratulate the Permanent Secretaries, Head of government departments and agencies, the Chief administrative Officers of the ten sampled districts for their cooperation during the assessment process which made it possible for this report to be produced We encourage the popularize the results of the ITI in partnership with stakeholders in Uganda. This will enable the stakeholders to follow up the implementation of the recommendations.

The 2nd ITI has been designed in a collaborative manner and is based on international good practice and lessons learned. And with the objective to provide stakeholders with quality information that serves to promote transparency and improve the management of public infrastructure.

The assessment was focused on the national score and four building blocks including an understanding of the enabling environment, capacities, and processes for delivering public infrastructure projects, citizen participation and information disclosure. The index was guided by ITI Manual[1] which contains a description of the dimensions, variables, sub variables and indicators included in the Index.

The ITI Manual can be viewed via:
https://1drv.ms/f/s!AhZTBaCIXch9gRicqlvum7NIvrmi?e=deV7Xl

RESULTS OF THE 2ND ITI

Uganda's national ITI score increased from 20.8% in 2021 to 32.26% in the 2nd index, indicating progress in promoting infrastructure transparency. Improvements were observed across all dimensions:

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

These improvements are encouraging, suggesting that the efforts of CoST Uganda and all stakeholders involved in this process are yielding positive results. Procuring Entities (PEs) appears to be making progress.

The performance of Local Governments in the 2nd Index showed some improvement compared to the 2021 index but remained poor overall. Five out of ten local government entities scored above 15%. In contrast, Central Government entities performed better, with 55% scoring above 25% in disclosure, while 45% scored below 25%.

Overall, for best performing central government MDAs are, KCCA 80.26%, Ministry of Works and Transport 60.66% and Office of the President 55.23%. Whereas for the ten local governments, Mpigi district 42.29%, Jinja district 40.97% and Kabale 4027%.

The most improved entities include -

- Jinja District Local Government: From 5.76% (2021) to 40.97% (2024) showing a remarkable improvement of +35.21% points increase,

- National Water and Sewerage Corporation (NWSC) followed: From 20.38% (2021) to 48.86% (2024) showing a remarkable improvement of +28.48% points increase. These dramatic improvements suggest targeted interventions or significant internal reforms in transparency practices.

However, there were entities that declined in performance, and they include -

- National Social Security Fund (NSSF): Significant decline from 33.74% (2021) to 4.9% 2024 which incredibly declined by -28.84%. Whereas Uganda Electricity Distribution Company Limited (UEDCL): Decreased from 9.16% (2021) to 4.12% (2024) a decreased of-5.04%. These declines are concerning and warrant further review into the causes.

- At the Local governments level, Jinja DLG emerged as best performer fo and Nebbi DLG showed substantial improvements, indicating that transparency practices are penetrating to lower administrative levels.
- We congratulate this year's 2024 index inaugural best three winners KCCA 80.26%), MoWT (60.66%), and Office of the President (55.23%) for central government entities and three best winners for local government which include Mpigi DLG (42.29%) followed by Jinja DLG (40.97%) and Kabale DLG (40.27%).

Therefore, as we celebrate this performance, we encourage entities to improve on areas where you did not perform well and call upon the other entities to double their efforts in promoting transparency and take over in the subsequent indices.

Key Insights:

1. Policy Impact: The general improvement suggests that policies and initiatives promoting transparency could have a more positive effect if uniformly implemented, since the current progressive change is not uniform across all entities.

2. Capacity Building: The significant improvements in some entities, particularly at the local government level, may indicate progressive capacity-building efforts.

3. Sustainability Challenges: The decline in performance of some previously well-performing entities (e.g. NSSF) highlights the need for sustained effort and potentially the challenges in maintaining transparency practices over time.

4. Digital Divide: The variable performance might reflect differences in digital capacity and infrastructure among entities, affecting their ability to implement and maintain transparency measures.

5. The donor and grants funding effect: The improvements within Central Government entities and projects could signify the fact that most projects are donor or grant funded, with inbuilt contractual obligations and requirements to open projects, and public consultations that PEs should comply with compared to non-donor funded projects.

6. Leadership and Organizational Culture: The dramatic improvements in some entities suggest that leadership commitment and organizational culture play crucial roles in advancing transparency.

ITI 2024 Recommendations

1. Bridging the Implementation Gap: (OPM and PPDA).
   ○ Develop detailed implementation guidelines for existing transparency policies.
   ○ Establish a cross-government task force to identify and address barriers to policy implementation.
   ○ Introduce regular infrastructure transparency compliance audits with tangible consequences for non-compliance.
   ○ Establish a Formal Disclosure Mandate for all accounting officers
2. Lifecycle Transparency Framework (MoFPED, PPDA).
   ○ Implement a comprehensive and uniform framework mandating consistent transparency across all project stages.
   ○ Develop stage-specific disclosure requirements and templates to guide entities through the entire project lifecycle.
   ○ Introduce milestone-based transparency checks tied to project funding releases
   ○ Introduce a performance incentives framework on budget increases for most transparent, accountable, performing and compliant entities.

- Develop tailored improvement plans for entities in the bottom quartile of performance.
- Allocate additional resources and support to sectors with the lowest transparency scores.
- Implement intensive monitoring and support for projects showing critical transparency failures.

3. Capacity Building and Knowledge Sharing: (PPDA, MoFPED, Academia)
   - Launch a government-wide capacity building program on infrastructure transparency.
   - Establish a peer learning network where high-performing entities mentor other.
   - Develop sector-specific training modules addressing unique challenges in each sector.
   - Digital Transformation Initiative to be strengthen by NITA under the Ministry of ICT and National Guidance, MoFPED and PPDA: Invest in a centralized, user-friendly digital platform for infrastructure project disclosure.
   - Provide training and resources to ensure all entities can effectively use digital transparency tools.
   - Implement open data standards (e.g OC4IDS) to enhance data accessibility and usability.
   - Establish guidelines of geo-mapping of infrastructure projects for easy monitoring.
   - Develop, mandate and or operationalize the use of standardized templates for project disclosure across all entities.
   - Create a best practices toolkit based on successful projects and entities.
   - Establish a certification program for transparency and quality delivery of infrastructure projects.
4. Enhanced Oversight and Accountability: (Committee on physical infrastructure, OAG, IGG, Anti-Corruption Agency and OPM)
   - Government is encouraged to strengthen the mandate and resources of oversight bodies to monitor transparency compliance.
   - Introduce a transparent system of incentives and sanctions tied to transparency performance.
   - Implement third-party monitoring forums for high-value or high-risk projects.
5. Citizen Engagement Strategy:(All PEs from MDAs, OPM, LGs and CoST)
   - Develop user-friendly interfaces for public access to project information.
   - Launch public awareness campaigns (Barazas) to open up public infrastructure delivery to public scrutiny and promote data use, citizen monitoring.
   - Create formal mechanisms for incorporating public feedback into project decisions and evaluations processes.

You can read the summary of the results for all the entities below.

SUMMARY OF RESULTS FOR THE PROCURING ENTITIE ASSESSED.

Entity	Value
Kampala Capital City Authority	80.26
Ministry of Works and Transport (MoWT)	60.6
Office of the President	55.26
Ministry of Agriculture, Animal Industry & Fisheries	51.23
National Water and Sewerage Corporation (NWSC)	48.86
Uganda Railways Corporation (URC)	46.8
Mpigi District Local Government	42.2
Jinja District Local Government	40.99
Kabale District Local Government	40.72
Uganda Road fund	38.76
Bushenyi District Local Government	35.04
Ministry of Energy & Mineral Development	33.16
Mukono District Local Government	31.9
Mulago National Referral Hospital	31.3
Ntungamo District Local Government	29.64
Uganda Civil Aviation Authority	26.5
Atomic Energy Council	26.10
Uganda Electricity Generation Company	22.9
Ministry of Water and Environment	22.2
Ministry of Education and Sports	22.1
Ministry of Health	20.68
Soroti District Local Government	17.3
Nebbi District Local Government	16.6
Ministry of Local Government	11.43
Kamuli District Local Government	8.525
Makerere University	6.34
Pakwach District Local Government	5.96
Ministry of Trade, Industry and Cooperatives	4.99
National Social Security Fund	4.9
Uganda Electricity Distribution Company	4.12

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LIST OF ENTITIES AND INFRASTRUCTURE PROJECTS ASSESSED IN THIS 2ND ITI EXERCISE

S/NO	ENTITY	PROJECT 01	PROJECT 02
01	Atomic Energy Council	Disposal of Smoke Detectors in Uganda	The Centre for Nuclear Science and Technology (CNST)
02	Bushenyi DLG	Rehabilitation of Kyamuhunga S.S.S-Bitooma Trading Centre Road	Renovation of Bushenyi District Administration Block
03	Jinja DLG	Commissioned water source in Kakira TC	Maintenance of District and Community access roads 726km
04	Kabale DLG	Construction of Kabale District Market	
05	Kampala Capital City Authority	Kampala Institutional and Infrastructure Development Projects (KIIDP)	Kampala City Roads Rehabilitation Project (KCRRP) Component 1: Civil Works
06	Makerere University	Construction of Makerere Business Hub	Reconstruction of the Main Building
07	Ministry of Agriculture, Animal Industry & Fisheries	Rehabilitation of Farm access road chokes under the Agriculture Value chain Development Project. (AVDP)	South South Cooperation Project Phase III
08	Ministry of Education and Sports	Uganda Secondary Education Expansion Project (USEEP)	Uganda Skills Development Project (USDP)
09	Ministry of Energy & Mineral Development	Energy for Rural Transformation III	Electricity Access Scale-up Project (EASP)
10	Mpigi DLG	Mechanized routine maintenance done on 3kms Luwunga - Busagazi Road	Routine mechanized maintenance of Kayabwe-Kinyika-Bukasa-Muyanga Road (16.5km)
11	Mukono DLG	5 -5 Stance latrines constructed at Kyajja PS, Kazinga UMEA, Kayanja Community PS, Kyabakadde RC and Kayini Kamwokya PS	1 Piped water supply system constructed at Mpatta SC
12	Nebbi DLG	Construction at Abong HCII, Maternity Ward construction, Rehabilitation of the Outpatient Department	Construction of 2 Classroom Block with an Office Attached at Adeira P/S Erussi Sub County
13	Office of the President	Emyooga Project Component 1: Establishment of Zonal artisans/Jua Kali parks	
14	Soroti DLG	Routine manual maintenance of Gwetom Abengo Road	Construction of General Ward/ maternity, one block of 5 Stance Pit Latrine, 3 stance a bath shelter in Aukot HC II in Aukot Sub County

15	Uganda Electricity Distribution Company	Construction of a 33kV double circuit line from Acwa 2 42 MW HPP to Angagura feeding Layira 33kV Substation in Gulu City	LV Line extension in Mbulire Village –Bukomansimbi District
16	Uganda Electricity Generation Company	Nyagak III Hydro Power Project	600MW Karuma Hydropower Project
17	Ministry of Health	Development of a 320 bed Specialized Maternal and Neonatal Healthcare Unit at Mulago National Referral Hospital	Improvement of Health Services Delivery at Mulago Hospital and in the City of Kampala Project (MKCCAP)
18	National Water and Sewerage Corporation (NWSC)	Katosi Water Treatment Plant	Masaka Water Project
19	Ministry of Works and Transport (MoWT)	Kampala-Entebbe Expressway	Kampala Northern Bypass
20	Uganda Railways Corporation (URC)	Rehabilitation of Tororo-Gulu Railway Line (382 km)	Rehabilitation of Malaba-Kampala Meter Gauge Railway Line (215 km)
21	Mulago National Referral Hospital	Improvement of Health Services Delivery at Mulago Hospital and in the City of Kampala Project	Construction of a 320 bed Specialized Maternal and Neonatal Healthcare Unit
22	Ministry of Trade, Industry and Cooperatives	Construction of Cross Border Markets	Establishment of a Textile Industrial Park in Mbale
23	Ministry of Water and Environment	Rwizi Catchment Water Resources Development Project	Integrated Water Resources Management and Development Project (IWMDP)
24	Uganda Civil Aviation Authority	Construction of a Cargo Centre	Development of Kabale Airport
25	Uganda Road fund	District and Urban Roads Maintenance Projects	Road Upgrading Project in Southwestern Uganda
26	Ministry of Local Government	Second Kampala Institutional and Infrastructure Development Project (KIIDP II)	District and Urban Roads Maintenance Projects
27	Kamuli DLG	Construction of Kamuli Seed Secondary School	Construction of Kamuli Main Market
28	National Social Security Fund	Temangalo Affordable Housing Project (3,500 units)	Pension Towers Office Complex, Kampala
29	Ntungamo DLG	Construction of Ntungamo District Administration Block	Construction of Ntungamo Seed Secondary School

30	Pakwach DLG	Construction of Pakwach Seed Secondary School	Construction of Pakwach District Headquarters

For more information please visit: www.cost.or.ug www.infrastructuretransparency.org, Follow us on LinkedIn @CoST Uganda, Twitter @CoSTransparency @CostUgChapter, https://itiuganda.web.app/overview Email; info@cost.or.ug or call +256 414 533 554 and 256 782 557 673