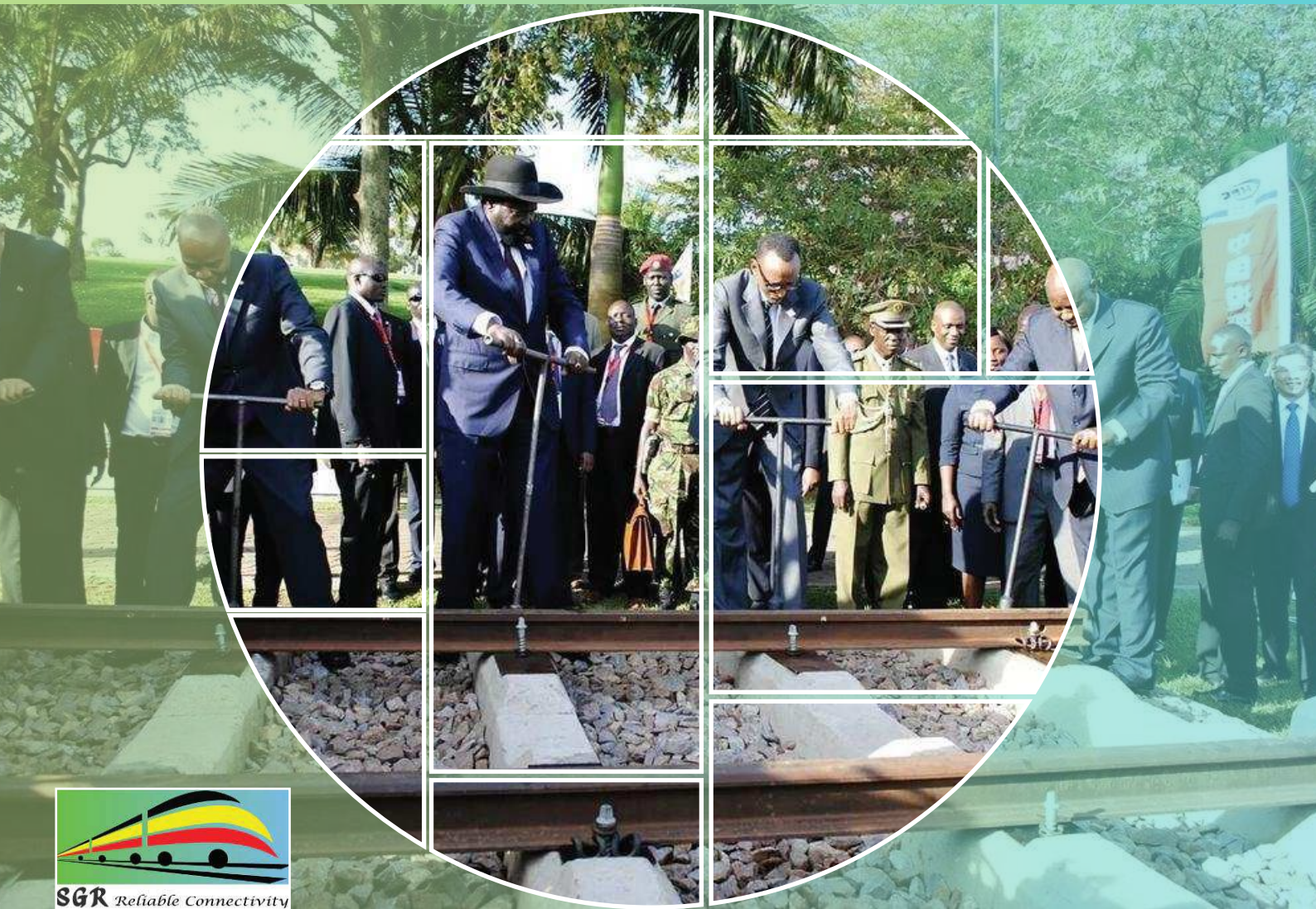




# MINISTRY OF WORKS AND TRANSPORT

## STANDARD GAUGE RAILWAY PROJECT STRATEGIC PLAN 2020/21-2024/25



### VISION

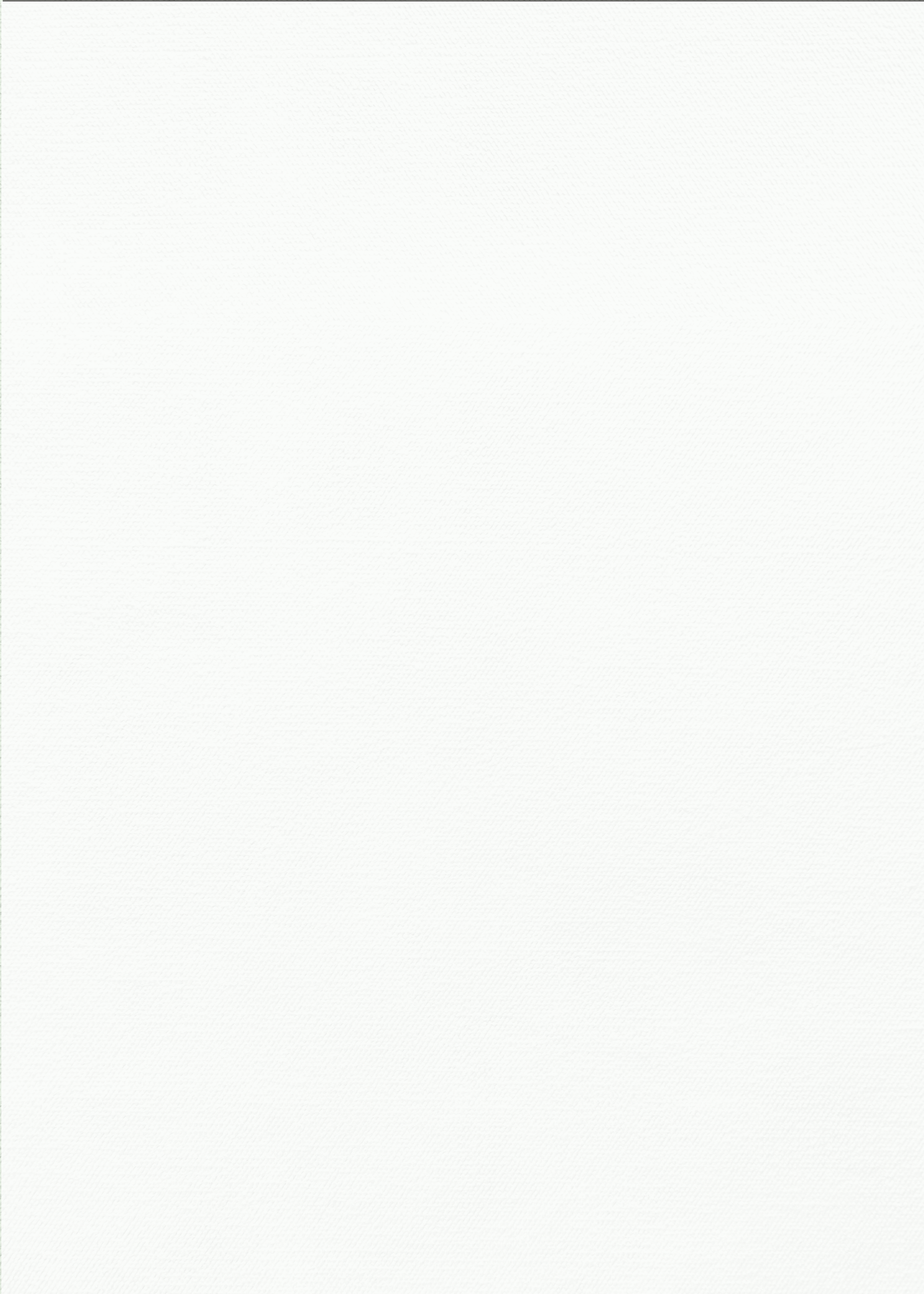
A Modern and Efficient SGR System in Uganda

### MISSION

To develop a modern, efficient, integrated and seamless SGR System in a cost-effective and timely manner

December 2022







## FOREWORD



Government of Uganda has prioritized development of transport infrastructure to enable faster and more sustainable economic growth and development. As per the Vision 2040, the NDP III and the NRM Manifesto, the Government, through the Ministry of Works and Transport, is spearheading the development of a Standard Gauge Railway (SGR) network in Uganda as well as a Light Rail Mass Transit (LRT) system in Greater Kampala Metropolitan Area (GKMA).

The SGR is a regional project among Northern Corridor Integrated Projects (NCIP) Partner States of Kenya, Rwanda and South Sudan that is meant to interconnect their respective capital cities to Mombasa Port. The SGR will also connect to the Port of Dar es Salaam through the planned Bukasa Port on Lake Victoria and also into DR Congo through the border towns of Vurra and Mpondwe.

In Uganda, about 1,724km of SGR will be developed in a phased manner starting with the Malaba-Kampala section of 272Km.

For now, most of the energy is on the first phase- Malaba-Kampala, where preconstruction activities like land acquisition are ongoing. The SGR and the GKMA LRT systems will have some of the latest technology in the industry and are expected to drastically reduce the cost of transport and thus the cost of doing business. They are also expected to lead to opening up of new production areas, improve competitiveness and thus attract large Foreign Direct Investment especially in large manufacturing industries among other benefits. With this, Uganda will be able to position herself to better tap into the growing world trade by increasing her exports.

Given their expected economic benefits, many Ugandans are excited about these projects and are ready to support their implementation. The leadership of the MoWT will continue to provide the necessary policy, resources, and oversight functions to the SGR PMU. I would like to take this opportunity to thank the management of SGR PMU and all stakeholders for the work so far and urge them to ensure that these projects are delivered to the set standards, cost and time.

I, therefore, call upon all stakeholders to join us in this drive to modernise and transform Uganda's economy through the provision of modern, efficient, reliable and cost-effective transport systems so that Ugandans can get the best possible benefits from the investments.

FOR GOD AND MY COUNTRY

Gen. E. Katumba Wamala (Hon.)  
**MINISTER OF WORKS AND TRANSPORT**



## STATEMENT BY THE PERMANENT SECRETARY



Government of Uganda has placed transport development at the forefront of its economic growth and transformation strategy as per the Uganda Vision 2040 and the NDP III.

The Integrated Transport Infrastructure and Services Programme of the NDP III aims at having a seamless, safe, inclusive and sustainable multi-modal transport system. Key expected results include: reducing transportation costs; reducing average travel/transit time; increasing average transport infrastructure life span and reducing fatality and casualties from transport accidents and attract investment. To achieve the above, GOU is committed to revamping railway transport by, among others, developing the SGR and GKMA LRT networks. Development of the SGR in Uganda and the GKMA LRT is being overseen by the SGR PMU. To effectively deliver its mandate and achieve the aspirations of the Uganda Vision 2040, the PMU has prepared the second SGR

Strategic Plan 2020/21- 2024/25 which builds on the achievements of the first plan of 2016/17 -2020/21.

The plan defines ultimate goals, objectives and performance standards of the PMU and will guide management decisions and actions during the plan implementation period. The COVID-19 global pandemic is testing us all in many ways – physically, mentally, financially – and it is testing the way we approach transport. Railway transport has come out to be more resilient to such pandemics and this has increased our resolve to invest in our railways.

The leadership of the Ministry of Works and Transport would like to thank the staff and management of SGRP for the work done so far and urge them to relentlessly work to deliver these very important economic infrastructure projects that are intended to be the backbone of Uganda's transport system. The Ministry will continue to provide the policies, resources and effective oversight to enable the PMU deliver the projects using the most feasible governance and management structures.

In addition, the Ministry leadership will continue to provide the SGR regional project coordination requirements at the SGR Ministerial, Commission and Cluster levels as laid down at the NCIP level. Through its oversight function over the SGR PMU, the Ministry will ensure that the projects are resourced and adequately supervised.

Bageya Waiswa  
**PERMANENT SECRETARY**  
**MINISTRY OF WORKS AND TRANSPORT**



## MESSAGE FROM THE PROJECT COORDINATOR



Government of Uganda continues with plans of developing a Standard Gauge Railway network in Uganda. The SGR will carry both cargo and passengers and it will be developed to electric traction with a design speed of 120kph for passengers, 100kph for containerized cargo and 80kph for conventional cargo. The SGR will reduce the cost of transporting cargo from the current about USD 11 cents per tonne/km to about USD 6 cents per tonne/Km. By reducing the cost of transport and hence the cost of doing business, the SGR will contribute to making Uganda a more conducive country for production which will lead to attraction of more investment and thus higher economic growth rates. In addition, preliminary plans are under way to develop a Light Rail Transit System in GKMA to meet the fast-growing transport demands in the GKMA as well as a port in Majanji- Busia

District.

The SGR PMU has developed the SGR Strategic Plan 2020/21-2024/25 as an overarching guiding framework that will guide project delivery. The plan has been prepared in a consultative manner and it builds on the achievements of the first SGR Strategic Plan 2016/17-2020/21. Specifically, the plan takes stock of where the project has come from, where it is and where it is going. The new plan takes into account the existing and foreseen challenges and draws lessons from the past five years of implementing the SGR project in Uganda as well as lessons from Kenya, Tanzania and Ethiopia that are currently building and/or operating their respective SGR networks. In addition, best practices have been drawn from across the world on mega infrastructure projects like the HS2 railway project in the UK. As we embark on this new chapter, we rededicate ourselves to the task at hand. With this, the plan puts in place robust mechanisms to ensure that the project is implemented in the most effective, efficient and transparent manner to the agreed cost, quality and time.

I would like to thank the leadership of the Ministry of Works and Transport, the staff of the SGRP and all other stakeholders for the support accorded to the PMU over the past five years and ask them to continue supporting this very important “game changer” project for the country so that it is delivered on time in order for Ugandans to start reaping its benefits.

Canon Eng. Perez Wamburu  
**PROJECT COORDINATOR**  
**STANDARD GAUGE RAILWAY PROJECT**



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## LIST OF ACRONYMS

AU	African Union
CGV	Chief Government Valuer
COD	Cargo Oriented Development
COMESA	Common Market for East and Southern Africa
DRC	Democratic Republic of Congo
EAC	East African Community
ESMP	Environmental and Social Management Plan
EIA	Environmental Impact Assessment
EPC	Engineering, Procurement and Construction
FDI	Foreign Direct Investment
GKMA	Greater Kampala Metropolitan Area
ICD	Inland Container Depot
KCCA	Kampala Capital City Authority
LRT	Light Rail Transit
MGR	Meter Gauge Railway
MFPED	Ministry of Finance Planning and Economic Development
MOFA	Ministry of Foreign Affairs
MDA	Ministry, Department and Agency
MLHUD	Ministry of Lands Housing and Urban Development
MOWT	Ministry of Works and Transport
NCIP	Northern Corridor Integration Projects
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forest Authority
NPA	National Planning Authority
NWSC	National Water and Sewerage Corporation
PAPs	Project Affected Persons
PMU	Project Management Unit
PPDA	Public Procurement and Disposal of Public Assets Authority
ROW	Right of Way
SGRP	Standard Gauge Railway Project
TOD	Transit Oriented Development
UETCL	Uganda Electricity Transmission Company Limited.
UNBS	Uganda National Bureau of Standards
URC	Uganda Railways Corporation



## EXECUTIVE SUMMARY

The SGR project is one of the top priority projects of Uganda. The SGR is a regional project among NCIP Partner States of Kenya, Rwanda and South Sudan. In Uganda, the Malaba-Kampala SGR section 272km will be developed ahead of the Northern and Western Routes. Alongside the SGR Project, GoU plans to develop the GKMA LRT, the Majanji Port and a Roads and Railway Polytechnic. Development of these projects is being spearheaded by the SGR PMU which is a “*Special Purpose Vehicle*” under the MoWT. The SGR PMU developed this five-year strategic plan (FY 2020/21-2024/25) as a guiding framework for implementing the projects. It provides the strategic direction that will be pursued by the leadership of the project over the next five years.

Preparation of this plan involved a step-by-step process that started with review of the extent of implementation of the previous SGRP Strategic Plan (2016/17-2020/21) to, among others, draw out the gaps and lessons learned. It then moved to review of literature on the country’s direction and aspirations in regard to railway transport as laid down in the Uganda Vision 2040, the NDPIII, the NRM Manifesto 2021-2026, the National Transport Master Plan, the Draft National Transport and Logistics Policy, the MoWT Strategic Plan FY 2020/21-2024/25 as well as other plans of Government, NCIP and EAC Plans. Lessons were also drawn from international case studies that included best performers.

From the review, it was noted that, whereas the overall goal of building the Malaba-Kampala SGR was not achieved, several other key milestones were achieved during the first SGR Strategic Plan period, key among which were; completion of Feasibility Studies for the Eastern, Western and Northern routes; signing of EPC Turnkey contract for the Eastern and Northern Routes and the addenda therein; acquisition of about 126km of the SGR corridor out of a total corridor length of 231km; submitting of the loan application to China EXIM Bank and addressing most of the queries raised by the bank as well as commencing loan discussions with the bank; among others.

**The strategic objectives of the plan are;**

1. To build an effective, efficient and safe Malaba-Kampala SGR system
2. To develop the SGR Northern and Western Routes and GKMA LRT system
3. To enhance the institutional capacity of the SGR PMU
4. To maintain an efficient asset management for SGR

This strategic plan builds on the milestones of the previous strategic plan and sets out to achieve some of the following key outputs;

- i. Finalize acquisition of the SGR Right of Way (ROW);
- ii. Ensure that Malaba-Kampala SGR detailed Engineering designs are completed;
- iii. Ensure that financing is secured;
- iv. Commence construction of the Malaba –Kampala SGR network;
- v. Finalize the operation and maintenance plan;
- vi. Finalise preconstruction activities for the GKMA LRT;
- vii. Continue engagements for development of the SGR Northern and Western Routes;
- viii. Training of Ugandans who will be involved in Operation and Maintenance of the SGR.
- ix. Plans for development of Majanji Port and SGR Spur among others.

The strategy will be financed by the Government of Uganda using both the consolidated fund and external financing/loans from development partners. All preconstruction activities will be



financed by GoU as well as counterpart financing for the loans during construction. External financing will be sought from Europe and any other partners elsewhere.

To achieve the above outputs, the Vision, Mission, objectives and values were carefully crafted and a detailed project internal and external environment situational analysis, stakeholder analysis as well as risk assessment were undertaken. The Strategy charts out approaches on how the strengths and opportunities will be deployed to enhance performance and also address the weaknesses and threats.

In addition, the set-out goal, outcomes and outputs shall be monitored and evaluated to ensure that the project is on course at all times and that corrective measures are taken on time, where necessary, so that the set objectives are achieved. In addition, the project/MoWT will continue engaging other stakeholders on key complementary interventions and policies that are necessary for attainment of the highest net Wider Economic Benefits from the investments.

With this strategy well implemented, SGR PMU will be able to achieve the set milestones and deliver the promise.







# INTRODUCTION

## 1.1. Background

This Strategic Plan covers a five-year planning and implementation period, from FY 2020/21-2024/25. It spells out the project's efforts towards focusing its planning and actions within a medium-term framework in a bid to fulfil the mandate of the SGR Project Management Unit (PMU). The Plan reviews the performance of the previous SGR Strategic Plan 2016/17-2020/21 and articulates the strategic focus, objectives, actions, expected outputs, means of verification, and governance issues among other pertinent project implementation requirements.

GoU has revised SGR implementation timelines and, using these new timelines, the SGR PMU, working with the Ministry of Works and Transport, has put in place mechanisms to deliver the Malaba-Kampala SGR network. GoU also plans to develop the GKMA LRT to support public transport in GKMA and the Majanji Port and SGR spur to connect the Port to the Malaba-Kampala SGR network. The SGR-PMU will be undertaking initial planning activities for these extra two projects. The geographical scope of the planned SGR network in Uganda is as shown in the map below.

**Figure 1: Geographical Scope of the planned SGR network in Uganda**

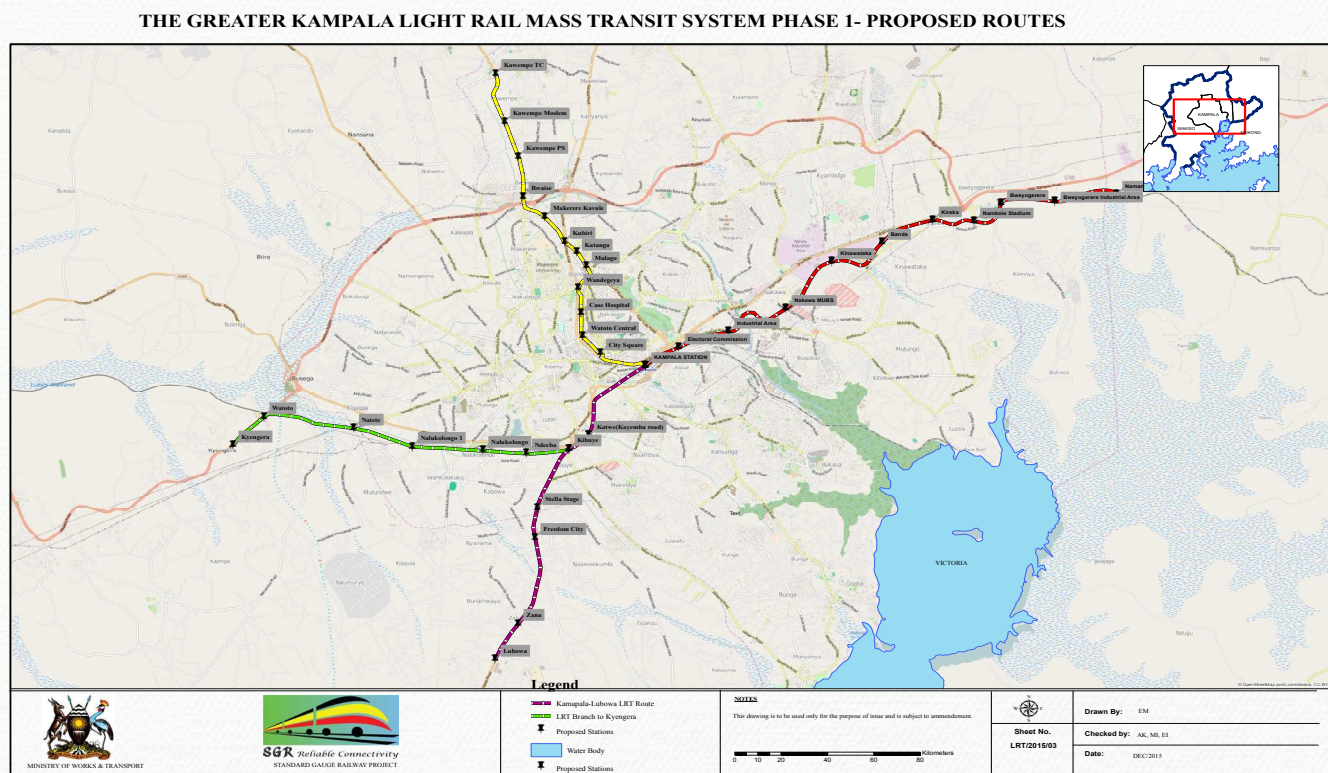




This strategic plan has been developed through wide stakeholder participation and it underpins SGR PMU's commitment of carrying out its mandate of building a world class SGR network in Uganda.

The plan builds on the successes of the last five years of implementation of the SGR Strategic Plan 2016/17-2020/21 and takes into cognizance, the lessons learnt from other major infrastructure projects within the country, the regional neighbours and best practices elsewhere among nations that have delivered major railway projects. It addresses the most pertinent issues affecting major transport projects delivery in the country and the region. This plan will also prioritise developing the Malaba-Kampala SGR network; making necessary preparations for development of a GKMA LRT and Majanji Port and Spur; and the Tororo Roads and Railway Polytechnic. The geographical scope of GKMA LRT is as shown in the figure 2 below. The general objective of the GKMA LRT is to provide an affordable, safe, efficient, high capacity, comfortable and reliable means of mass transport to the GKMA; to achieve modal shift, from private to public vehicle travel with reduction in travel time loss. Overall, the Plan outlines the themes and strategic objectives to be pursued and the programs/projects to be implemented over the period.

**Figure 2: Map showing SGR GKMA LRT**



## 1.2. Legal Framework of SGR

Development of the SGR network in Uganda is being spearheaded by the SGR PMU that was established under the Ministry of Works and Transport (MoWT). Establishment of the SGR Project Management Unit (PMU) was a Cabinet Directive (Cabinet Minute 62, CT 2015). Operations of the PMU officially started in January 2016, after approval of the SGR PMU structure and budget by Ministries of Public Service and that of Finance Planning and Economic Development.



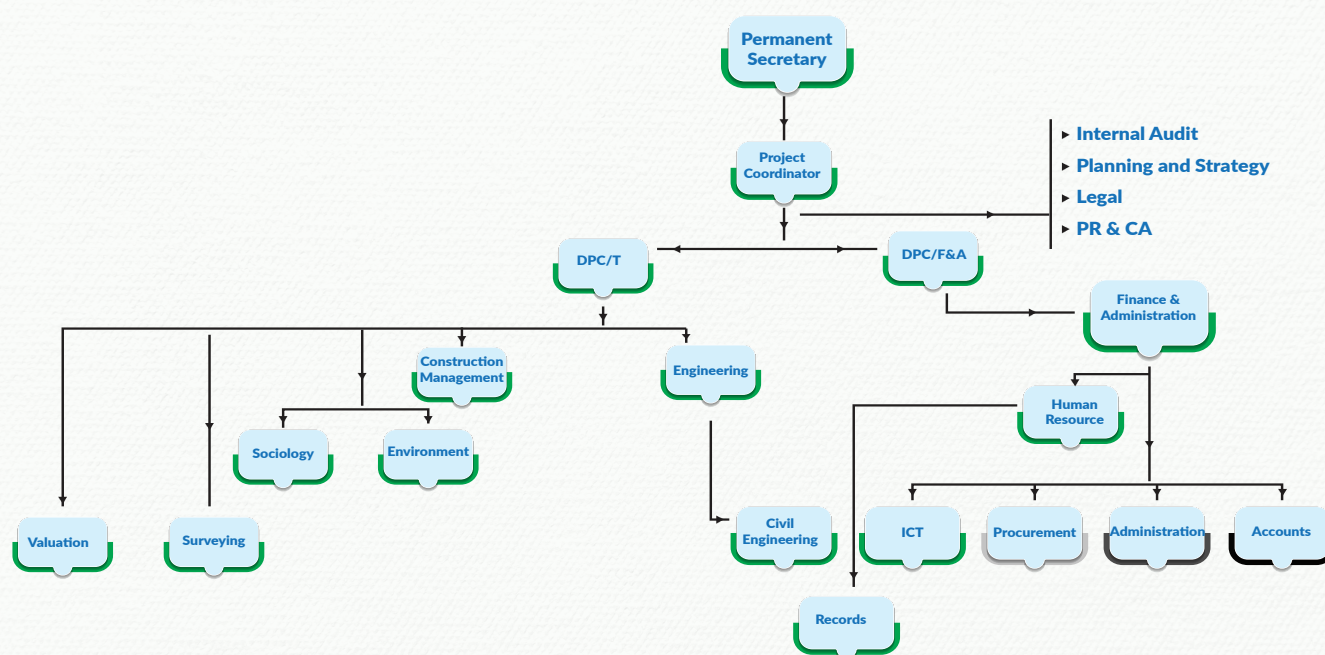
In executing its mandate, the SGR PMU is governed/guided by several policy, legal and planning frameworks, key among which are; the Constitution of the Republic of Uganda, 1995 (as amended); Uganda Railways Corporation (URC) Act, 1992; Uganda Vision 2040; the third National Development Plan (2020/21-2024/25); National Transport Master Plan and Master Plan for GKMA; Master Plan for Logistic on the Northern Corridor; SGR Protocol 2014; East African Community (EAC) Vision 2050; African Union (AU) Agenda 2063; and the 2030 Agenda for Sustainable Development.

### 1.3. Governance and Organisational Structure

Implementation of the SGR Project is being spearheaded by the SGR PMU which commenced operations in 2016 as a dedicated Project Management Unit (PMU).

The SGR PMU is headed by the Project Coordinator who is appointed by the Minister of Works and Transport and is directly supervised by the Permanent Secretary of the Ministry of Works and Transport. The Project Coordinator dispenses his role through two Deputies; one in charge of Technical Services and the second in charge of Finance and Administration. These three forms the Top Management Team (TMT). The TMT together with the Heads of Department and/or Units form the Senior Management team which is responsible for the day-to-day operations of the project. Below is the organogram of the SGR PMU.

**Figure 3: Organogram of the SGR Project Management Unit (PMU)**



### 1.4. Policy, Legal and Planning Framework

#### 1.4.1. Linkage to the Uganda Vision 2040

The country's strategic direction is guided and defined by the Uganda Vision 2040. Countries that have attained rapid socio-economic development have adopted and adapted transport modes and technologies, and accumulated sufficient quality stock of transport infrastructure.

The Vision indicates that development of a highly interconnected transport network and services optimizing the use of rail, road, water and air transport modes is paramount for the attainment of a middle-income status. The Vision envisages that the SGR will link Uganda to



at least four routes to the sea through Mombasa, Dar-es-Salaam, Djibouti and Tanga Ports connecting to the world super highway. It will connect Mombasa to Kampala, Kasese, Kigali (Rwanda) and Kisangani (DRC).

#### **1.4.2. Linkage to the Third National Development Plan (NDPIII), 2020/21-2024/25**

The NDPIII emphasizes that the development of a country depends on the availability and quality of its infrastructure facilities and that productivity in virtually every sector of the economy is affected by the quality and performance of the country's transportation.

The Integrated Transport Infrastructure and Services Programme aims at having a seamless, safe, inclusive and sustainable multi-modal transport system. Key expected results include: reducing the average travel time; reducing freight transportation costs; increasing the stock of transport infrastructure; increasing average infrastructure life span and reducing fatality and casualties from transport accidents. Railway transport is known for helping countries to reduce the cost of doing business by reducing the cost of transportation and thus attracting more investment into a country. This is especially so for land locked countries which are also far away from major international ports. Just like the previous NDPs, NDPIII identified SGR as one of the key projects to spur productivity and thus economic growth.

#### **1.4.3. Linkage to the National Transport Master Plan and Master Plan for GKMA (2008-2023)**

The National Transport Master Plan and the Master Plan for the Greater Kampala Metropolitan Area and the Strategic Implementation plan for the Transport Master Plan highlight how the SGR and the LRT will interconnect with other transport modes in an intermodal framework. The Master Plan denotes the need for interconnectivity and utilization of all modes of transport for economic development. The Strategic Implementation plan prioritizes railway transport as a fundamental mode to stimulate industrialization.

#### **1.4.4. Linkage to the Northern Corridor Integration Projects**

Due to the land linked nature of Uganda, it was very vital that the SGR is developed together with our regional partners who have access to the sea. It was also envisaged that, for the purpose of making the project more viable, it was important to extend the SGR westwards, southwards and northwards in DRC, Rwanda and South Sudan. This culminated into the formation of the NCIP States arrangements and signing of the SGR Protocol 2014 by the NCIP Partner States.

#### **1.4.5. Linkage to the East African Community (EAC) Vision 2050**

The long term EAC vision is to become a globally competitive upper-middle income region with a high-quality of life for its population based on the principles of inclusiveness and accountability. This will be achieved through building and maintaining a fully inter-connected high speed, safe and integrated multi-modal transport network. The Strategic Plan (2020/21-2024/25) includes interventions that are linked to the EAC Vision 2050 strategic aspirations.

#### **1.4.6. Linkage to the East African Railway Master Plan**

The East African Railway Master Plan is a proposal for rejuvenating the railways serving Tanzania, Kenya, and Uganda and adding railways to serve Rwanda and Burundi with the objective of furthering the economic development of Eastern Africa by increasing the efficiency and speed, and lowering the cost of transporting cargo between major ports on the Indian Ocean coast and the interior. Development of SGR network in general and the strategic plan in particular, is in line with the aspirations of the Master Plan.



The other key planning frameworks that the strategy is aligned to include; The African Union (AU) Agenda 2063; the Master Plan on Logistics on the Northern Corridor; UN SDG Goals – 9 among others.

In addition, as a member of the EAC, COMESA and AU regional blocs, Uganda ratified several principal treaties, key among which are relevant to development of rail and water transport. These include:

- i. The “Treaty for the Establishment of the East African Community (EAC)”.
- ii. The “Treaty for the Establishment of the Common Market for Eastern and Southern Africa (COMESA)”.
- iii. The “Northern Corridor Transit Agreement” between Burundi, the Democratic Republic of Congo, Kenya, Rwanda, and Uganda.
- iv. The SGR Protocol, 2014 signed by Uganda, Rwanda, Kenya and South Sudan under the auspice of the Northern Corridor Integration Projects (NCIP), binding the four Partner States to develop a seamless Standard Gauge Railway network to connect their capital cities.
- v. The tripartite agreement on Inland Waterway Transport signed by Government of Uganda, Tanzania and Kenya (2002) aimed at promoting and facilitating safe and efficient water transport for the inter-state transport of goods.

#### **1.4.7. Linkage to the Africa Agenda 2063 and the Global SDG Agenda**

The SGR Strategic Plan (2020/21 -2024/25) also integrates regional and global development, that is; the Agenda 2030/Sustainable Development Goals (SDGs) and the Africa Agenda 2063. It is linked directly to the 2030 Global Agenda (2030) through SDG 9 that emphasizes Industry, Innovation and Infrastructure. This goal of this SDG is geared towards building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation. Some of the specific targets that relate to SGR include: develop sustainable, resilient and sustainable infrastructure (9.1); Increase access to financial services and markets (9.3); Upgrade all industries and infrastructures for sustainability (9.4); and Facilitate sustainable infrastructure development for developing countries (9.a).

In the perspective of the Africa Agenda 2063, the SGR Strategic Plan is in alignment through priority 2 that is focused towards: An Integrated Continent Politically united and based on the ideals of Pan Africanism and the vision of African Renaissance. The main goal under is building world class infrastructure across Africa, with a priority area of Communications and Infrastructure Connectivity.

#### **1.5. Purpose of the Strategic Plan**

The purpose of this five-year Strategic Plan is to provide a strategic direction of SGR PMU in the medium term, so as to contribute to Uganda’s in line with the third National Development Plan (NDP III) and the Uganda Vision 2040. It will guide the SGR PMU’s development and service delivery framework over the five-year horizon (FY2020/21-2024/25). Specifically, the Strategic Plan will assist the SGRP in the following ways, that is:

- i. Guide the SGR PMU to consolidate the achievements of the previous Strategic Plan and its institutional capacity to holistically execute its mandate;
- ii. Provide strategies and interventions for delivering the project, going forward;
- iii. Provide a basis for preparing annual work plans and budgets over the Plan period;



- iv. Provide a basis for effective implementation, monitoring and evaluation of the deliverables; and
- v. Provide a basis for resource mobilization for the SGR Project.

### 1.6. Process of developing the SGRP Strategic Plan

This Strategic Plan has been developed through a wide stakeholder participation process that involved internal as well as external consultations to ensure full coverage of pertinent issues in the development of SGR in Uganda. Development of this Plan was guided by the aspirations of the Vision 2040, NDPIII, the National Transport Master Plan, the Master Plan for Logistics on the Northern Corridor, the MoWT Strategic Plan, among other key planning documents.

Development of this Plan was further guided by the Government MDAs Strategic Planning Guidelines issued by National Planning Authority. It went through an iterative process that involved; (1) Review of literature at global, continental, regional, national and Local Government levels. Some of the documents that were reviewed included, the UN-Agenda 2030, EAC Vision 2050, AU Agenda 2063, Uganda Vision 2040, National Development Plans and Reports, draft National Transport and Logistics Policy, National Transport Master plan; Approved Estimates of Revenue and Expenditure, Strategic plans of agencies responsible for railway development and management in other countries like United Kingdom- Department for Transport, Transport for London, HS2, among others. (2) Review of the SGRP Strategic Plan 2016/17-2020/21, internal consultations within the project, consultation with the MoWT, and URC and other key stakeholders. At this stage relevant data was collected and an analysis of the internal and external factors affecting the project was made using SWOT. (3) This stage entailed drafting of the Strategic Plan following the Balanced Score Card and the Nine Step to Success frameworks to design the strategic direction as well as translating the strategies into operational objectives and developing a strategic planning and management system. The drafting was mainly informed by the findings in stages one and two above. This stage also involved adherence to the internal approval processes within the project and thereafter approval from the MoWT.

### 1.7. Structure of the Plan

The Plan is structured in such a way that **Chapter One** makes the Introduction. **Chapter Two** provides the situational analysis which includes performance of the previous Strategic Plan, macroeconomic and transport condition in the country as well as the SWOT analysis; **Chapter Three** is about the strategic direction of the Plan. This includes the vision, mission, goal and strategic objectives, alignment of the plan with the NDP III, the strategic planning process, among others; **Chapter Four** provides the financing strategy. This includes required financing, the MTEF, as well as other resource mobilization strategies; **Chapter Five** gives the project organization, institutional and project management structure at the regional and national levels, as well as staffing level. **Chapter Six** provides the communication and feedback strategy; **Chapter Seven** is about risk assessment and management; **Chapter Eight** provides the performance monitoring and evaluation framework while **Chapter Nine** provides the project implementation framework/matrix.



## SITUATIONAL ANALYSIS

### 2.1. Performance of the Previous SGRP Strategic Plan

The Plan constituted 18 strategic objectives along with their respective interventions/actions and expected outputs. A simple method of performance assessment similar to the one that was used by the MoWT in assessing the performance of the Ministry Strategic Plan and as guided by the NPA was used to assess the extent of implementing the SGRP Strategic Plan 2016/17-2019/20. The assessment involved examining the level of performance on the actions/intervention per objective, and the outputs attained against the targets. The level of performance was provided in percentages bearing in mind that some outputs are more difficult to assess quantitatively and therefore a qualitative assessment was undertaken.

It is important to note that for some objectives, the project was only providing support to responsible MDAs and thus performance has been assessed mainly depending on whether the project provided the necessary support or not. For very qualitative areas, percentages were provided depending expert opinions following ethnography methodology for qualitative assessment. Table 3 below provides the level of performance.

Up to 43.6 percent of the targets of the SGRP Strategic Plan (2016/17-2019/20) were achieved. It is important to note that the previous plan was ended in its terminal year, so as to be in alignment with the country's planning frameworks, as guided by the NDP III and the Strategic Planning Guidelines issued by the National Planning Authority.

This level of performance was mainly due to the fact that, whereas the Project was ready to perform on its objectives, some activities could not be started and implemented because they depended on other activities, some of which had not started due to factors outside the control of the Project. A case to note is the limited budget to acquire the Right of Way (ROW) and failure to secure financing from the China EXIM Bank which affected objectives like completion of construction, knowledge transfer, among others.

During the previous plan period, it was expected that the Malaba-Kampala SGR Project would be developed. Accordingly, the project construction timelines were harmonized with construction timelines of Naivasha-Kisumu-Malaba SGR sections in Kenya to ensure that the sections in the two countries are completed at about the same time. SGRP deployed its resource to ensure that the project is or was delivered as planned.

The specific performance as per the details of each objective are as articulated in table 3 below.



**Table 1: Summary of the key Performance on the Different Objectives of the Strategic Plan (2016/17-2019/20)**

S/No.	Objective	Achieved	Performance Level & Remark
1.	To acquire 5200 acres of land free of encumbrances for ROW for the construction of Kampala-Malaba SGR route	<ul style="list-style-type: none"> <li>i). Land acquisition strategy was prepared and approved</li> <li>ii). 100% of land surveyed</li> <li>iii). 97% of property assessed</li> <li>iv). 9372 PAPs assessed &amp; reports for 4772 PAPs approved</li> <li>v). Sensitization and mobilization done</li> <li>vi). Out of the total approved reports worth UGX 137.0bn, UGX 78.14bn has been paid to date,</li> <li>vii). The total number of PAPs paid to date is 3,955</li> <li>viii). Total land acquired is 1221.4 Acres (494,283 Hectares) to date.</li> <li>ix). Expropriation done &amp; No. of land titles secured.</li> </ul>	<p>40.25%.</p> <p>Total land to be acquired was revised from 5,200 acres to 4,700 acres less land for spurs.</p> <p>Low level of performance mainly due to limited budgets</p>
2.	Secure Financing to a tune of USD 2.3bn for the construction of Kampala-Malaba SGR route by October 2016	<ul style="list-style-type: none"> <li>i). Submitted all necessary documents such as BFS, ESIA and others to MoFPED to enable loan application.</li> <li>ii). The Project was appraised by China EXIM Bank in Sept 2017.</li> <li>iii). Responses to all queries raised by the Bank were prepared and submitted</li> <li>iv). The EPC contract price and design were reviewed and Addendum No.2 to the contract was signed in March 2019.</li> <li>v). Participated in loan discussions with the Bank</li> <li>vi). Engaged Kenya on issues of SGR loan</li> </ul>	<p><b>70%</b></p> <p>Most issues that have delayed loan application are outside the control of the project</p>
3.	Finalize and get approval of the policy, legal and institutional framework by December 2016	<ul style="list-style-type: none"> <li>i). Draft National Railway Transport Policy prepared by MoWT.</li> <li>ii). Revision/review of URC Act 1992 supported</li> <li>iii). RIA for URC Act supported</li> </ul>	<p>40%</p> <p>Participated in developed of national Railway Policy and review of URC Bill, 1992.</p>
4.	Commence and finalize construction of 273Km of the Eastern route by 2020	<ul style="list-style-type: none"> <li>i). Review of preliminary engineering design undertaken.</li> <li>ii). Design review and Supervision Consultant procured.</li> <li>iii). Contractor's construction plan reviewed.</li> <li>iv). Plans to have project manager on board in place</li> <li>v). A health &amp; safety committee instituted.</li> <li>vi). OSH Policy prepared.</li> <li>vii). Draft OSH Implementation Plan prepared.</li> <li>viii). Materials quality assurance strategy prepared &amp; approved.</li> <li>ix). Draft quality management plan prepared.</li> </ul>	<p><b>10%</b></p> <p>Whereas some preparations have been made, construction has not commenced</p>



S/No.	Objective	Achieved	Performance Level & Remark
5.	Ensure construction of SGR Eastern route complies with agreed Chinese standards and completed on time	<ul style="list-style-type: none"> <li>i). Procurement and supervision of design review and construction supervision consultant.</li> <li>ii). 6no. area management offices set up along the alignment.</li> <li>iii). 8 CPD trainings conducted.</li> <li>iv). 2 Regional experiential training.</li> <li>v). 7 National experiential training.</li> <li>vi). Inaugural multi-agency meeting held.</li> <li>vii). Agencies engaged individually.</li> <li>viii). District support and coordination teams instituted</li> <li>ix). RAP of the power lines not conducted.</li> <li>x). Funds for land acquisition and construction not availed.</li> <li>xi). Power Extension EPC contractor not procured.</li> </ul>	<b>15%</b> Some preparations made
6.	Establish a competent O&M framework for the Malaba-Kampala SGR by 2019	<ul style="list-style-type: none"> <li>i). Agreement on seamlessness of the Mombasa- Kampala SGR section signed between the GoU and GoK.</li> <li>ii). Bilateral Agreement on joint operations of the Mombasa-Kampala SGR section signed between the GoU and GoK.</li> <li>iii). MoU to operate signed with CHEC.</li> <li>iv). Needs assessment undertaken.</li> <li>v). Draft capacity development plan prepared.</li> </ul>	<b>15%</b> Agreed that most the work will be done towards completion of cons
7.	Establish a well-staffed and skilled PMU comprising of 196 skilled staff in line with project objectives.	<ul style="list-style-type: none"> <li>i). Protocol secured.</li> <li>ii). The PMU is running and functional.</li> <li>iii). Project structure was approved and staff recruited.</li> <li>iv). Management Disciplinary Committee, Occupational Safety and Health Committee, Human Recourse Development Committee in place.</li> <li>v). Human Resource Policies Manual approved and implemented.</li> <li>vi). 121 recruitments done, since January 2016 to date.</li> <li>vii). 82 staff in place.</li> </ul>	<b>70%</b> PMU was established to a tune of 44% staffing level. Operation manuals and procedures put in place and are being implemented
8.	To attain a seamless and joint railway operation between Uganda and Kenya by 2019 by harmonizing infrastructure, customs & trade and operation.	<ul style="list-style-type: none"> <li>i). Harmonisation of SGR designs in Uganda and Kenya still ongoing</li> </ul>	<b>60% Infrastructure aspects of the project have been harmonised</b>
9.	Ensure regional coordination of the SGR project as mandated by the NCIP	<ul style="list-style-type: none"> <li>i). SGR Cluster Commission and Technical Committees Team in place.</li> <li>ii). NCIP and SGR cluster meetings held quarterly</li> <li>iii). Plans and reports prepared periodically</li> </ul>	<b>85%</b> ; regional engagements organised, meetings held and resolutions followed up



S/No.	Objective	Achieved	Performance Level & Remark
10.	Ensure technology and skills transfer to Uganda nationals	<ul style="list-style-type: none"> <li>i). Local Content Strategy developed and being implemented</li> <li>ii). Approval of permits for contractor's employees supported.</li> <li>iii). Draft Capacity development plan prepared</li> <li>iv). Concept note prepared</li> </ul>	40%; Local content strategy in place and being implemented
11.	Ensure substantial local content of up to 40% of the Civil works	<ul style="list-style-type: none"> <li>i). Local content clause in EPC Turnkey contract strengthened</li> <li>ii). Needs assessment report compiled.</li> <li>iii). Local content strategy prepared and approved.</li> <li>iv). 07 No benchmarking trips carried out &amp; reports compiled.</li> <li>v). Local content unit instituted.</li> <li>vi). Various publications disseminated through various media platforms.</li> <li>vii). Various presentations made to audience.</li> <li>viii). Improvement of UNBS capacity yet to be concluded.</li> </ul>	60% local content clause strengthened in the EPC contract and strategy being implemented
12.	Plan and Implement Transit Oriented Development (TOD) and Cargo Oriented Development (COD) for increased commercial viability of the railway (5m ton.)	<ul style="list-style-type: none"> <li>ix). Situational Analysis undertaken.</li> <li>i). Benchmarking undertaken in Kenya and Ethiopia on TOD and COD Strategy.</li> <li>ii). Railway Industrial Parks Strategy developed and approved.</li> <li>iii). Draft MoU with prospective developer submitted to MoFPED</li> <li>iv). Potential Sites identified.</li> <li>v). Conceptual designs done</li> <li>vi). ICD strategy developed</li> <li>vii). 3No. Potential Sites identified.</li> <li>viii). Conceptual designs made.</li> <li>ix). Development of ICDs included in Contract Addendum No. 2</li> <li>x). Stakeholder engagement done with URA, URC and Private Developers.</li> </ul>	35% Preliminary plans in place and some engagements with key stakeholders held.
13.	Ensure SGR is developed in consideration of key social safeguards	<ul style="list-style-type: none"> <li>i). Stakeholders in the 12 districts through which the SGR alignment passes trained to ensure children's rights.</li> <li>ii). Guidelines and Strategies prepared</li> <li>iii). Draft TORs for IEC illustrator prepared.</li> <li>iv). Mobilisation and sensitisation materials were prepared and used/distributed during land acquisition</li> <li>v). Mobilisation and sensitisation of Project Affected Persons and Communities along the SGR alignment about Project activities.</li> </ul> <p>The alignment traverses 12 No. districts, 44 No. Sub counties/ Town councils/ Division/ Municipalities, 217 No. Villages.</p>	70% Studies undertaken, plans in place awaiting construction



S/No.	Objective	Achieved	Performance Level & Remark
14.	Ensure SGR is developed in an environmentally friendly manner	<ul style="list-style-type: none"> <li>i). ESIA prepared (for SGR Eastern, Northern and Western Routes</li> <li>ii). ESIA certificate for Eastern Route acquired.</li> <li>iii). 11 wetland user permits obtained</li> <li>iv). Preparation of plan was ongoing.</li> <li>v). Tree planting not done.</li> </ul>	70% Studies undertaken, plans in place awaiting construction
15.	Finalize the design and commence development of LRT by 2018	<ul style="list-style-type: none"> <li>i). MoU signed with CCECC.</li> <li>ii). Technical Committee established comprising Local Governments of Mpigi, Wakiso and Mukono and KCCA.</li> <li>iii). Draft Bankable Feasibility Study for SGR LRT prepared by CCECC.</li> <li>iv). Conceptual LRT Master Plan prepared.</li> <li>v). Preliminary routes identified and discussed with CCECC and Local Governments.</li> <li>vi). No land acquired.</li> </ul>	20% prefeasibility study prepared, MoFPED engaged on financing modalities
16.	Finalize the design and commence development of Northern SGR route by 2019	<ul style="list-style-type: none"> <li>i). Agreement signed.</li> <li>ii). Draft Bankable Feasibility Study completed by CHEC.</li> <li>iii). ESIA report prepared.</li> <li>iv). Preliminary Engineering Design by CPCSC completed.</li> </ul>	10% BFS completed GOU changed plan. Now concentrating on Eastern Route
17.	Finalize the design and commence development of Western SGR route by 2019	<ul style="list-style-type: none"> <li>i). MOU signed with the Contractor (CCECC).</li> <li>ii). Bankable Feasibility Study done.</li> <li>iii). ESIA report prepared.</li> <li>iv). Preliminary Engineering Design by Ms Gauff completed.</li> </ul>	10% BFS completed GOU changed plan. Now concentrating on Eastern Route
18.	Plan Coordinate and harmonize SGR with other interventions	<ul style="list-style-type: none"> <li>i). Draft harmonization strategy prepared.</li> <li>ii). Reporting frameworks prepared.</li> <li>iii). Engagement done with KCCA.</li> <li>iv). KCCA Infrastructure- SGR crossings/ Interactions matrix developed and shared with KCCA.</li> <li>v). Harmonisation Report for design of SGR and the proposed Kampala Flyover Construction and Road Upgrade Project (KFCRUP) prepared and approved.</li> <li>vi). Final draft design harmonisation report for SGR-Kampala Jinja Expressway (KJE) completed.</li> <li>vii). UIA was engaged on the development of an SGR siding through the Kampala Industrial Business Park (KIBP).</li> </ul>	75% SGRP harmonised with other interventions



Performance on other project support activities was also analysed. These are as highlighted in the Table 2 below.

**Table 2: Other Project Support Objectives and Targets**

S/No.	Objective/Target	Status	Remark
1.	Support to project delivery through prudent administrative support	i). Administration support including but not limited to provision of goods and services. ii). Office space, transport services, among others, was provided	Very good Continuous
2.	Facilitate implementation of SGR Strategic Plan through prudent financial management	i). No. and quality Financial Reports ii). Internal controls in place iii). Financial utilization reports prepared iv). Budgets and work plans in place	Very good Continuous
3.	Facilitate implement action of SGR strategic plan through innovative ICT services support	i). ICT support services including but not limited to ii). supply of laptops, desktop computers, Bio-metric time and attendance system and door Access System, iii). SGR Website developed (www.sgr.go.ug), iv). Printers procured, Photocopiers procured, v). 3 Projectors procured	Continuous
4.	Facilitate implementation of SGR strategic plan through prudent legal services support	Legal services including but not limited to review of all contracts, providing legal backstopping to land acquisition, organizing Board Meetings, preparation of MoUs, and Bilateral Agreements, negotiating of contracts, participating in regional meetings, among others	Good Continuous
5.	Facilitate implementation of SGR Strategic Plan through effective communication support services	Communication and public relations services including but not limited to sensitization of PAPs and other stakeholder, office and staff branding among others	Good Continuous
6.	Facilitate implementation of SGR Strategic Plan through effective procurement support services	Procurement services including but not limited to procurement of all goods and services, training of staff in procurement process, among others, provided.	Good Continuous
7.	Facilitate implementation of SGR Strategic Plan through effective planning and programming	Strategic planning services including but not limited to, preparations of respective project plans and policies, project coordination at national and regional levels, preparation of respective performance reports, support to local content mainstreaming, preparation of project concepts and profiles, project monitoring and evaluation, technical backstopping to feasibility studies and sourcing for financing from China EXIM Bank , Draft National Railway Policy prepared, undertaking of research in railway related issues, among others	Very good Continuous



**The SGR has made significant progress as regards cross-cutting issues, like gender, HIV/AIDS and environment, among others, in the previous strategic plan period. This is as summarised in its sub-section.**

In terms of gender, SGR has promoted the principle of equality in its operations of planning, budgeting and service delivery. This has been through ensuring equitable practices that both males and females are treated the same ways.

Some of the ways in which gender has been incorporated in the SGRP planning, budgeting and implementation include, but not limited to: mainstreaming various gender aspects in the SGRP policies, laws and regulations; undertaking gender sensitive recruitment; instituting policies against sexual harassment at the work place; providing equal share of training opportunities; and gender responsive service delivery.

In terms of HIV/AIDS, SGRP doesn't discriminate staff and service to clients based on their HIV/AIDS status. SGRP commits to ensure that HIV-infected employees, if at all, will continue to work, as long as they perform their duties safely and in accordance to the accepted standards. The same commitment has been expressed when providing service to affected clientele.

In terms of environment protection and sustainability, SGRP has over the previous plan period, executed its mandate in a way that is sustainable and protects the environment. The SGRP also commits that will continue protecting the environment going forward.

## **2.2. Institutional Capacity of SGR**

### **2.2.1 Financial Performance**

Over the years from 2015/16 to 2020/21, the SGRP budget has been reducing. Table 3 provides a summary of the funds released into the SGR Project Account from FY 2015/16 to 2019/20. The funds were largely used for land compensation whereas the rest used for other project administrative activities such as staff costs, procurement of ICT hardware and software among others.

**Table 3: Budget performance of the SGR Project**

<b>FY</b>	<b>BUDGET (UGX BNS)</b>	<b>RELEASE (UGX BNS)</b>	<b>% RELEASED</b>
<b>2016/2017</b>	113.5	46.8	41.23%
<b>2017/2018</b>	72.5	25.5	35.17%
<b>2018/2019</b>	39.2	25	63.78%
<b>2019/2020</b>	20	16.8	84.00%
<b>2020/2021</b>	19	19	100.00%
<b>TOTAL</b>	<b>264.2</b>	<b>133.1</b>	<b>50.38%</b>

*Note: Part of the SGR releases amounting to UGX 36.77bn was paid directly to the consultants for the Northern and Western Routes by the MoWT.*



### 2.2.2 Human Resource Development and Management & Staffing levels

The project structure was approved in 2016 with 197 staff in different professions including but not limited to engineers, sociologists, environmentalists, surveyors, valuers, economists, among others. The project has a human resource policy manual in place as well as a human resource capacity development plan.

At its peak level in 2018, the project had 113 staff in position but by 2020, the project had lost 40 staff members due to mainly uncertainty about commencement of construction at the time. The project has continued to implement its policy and plan to ensure that it attracts and retains competent human resource. The project has invested in building capacity of the staff. Specifically, the project has funded continuous professional development programs of majority of its staff, sponsoring staff for study tours among others.

### 2.2.3 Monitoring and Evaluation Function

SGRP has a Monitoring and Evaluation (M&E) Unit and this function is currently being coordinated by the Manager Monitoring and Evaluation. The M&E manager is responsible for undertaking scheduled monitoring and evaluation activities. M&E is however, a cross cutting function which is undertaken in all the departments.

However, the SGRP has no functional M&E system to facilitate data storage, data collection processes, progress reporting and evaluative studies of the Plan. The progress monitoring data on the Plan is mainly obtained through field activities, administrative records and other secondary data sources such as UBOS Statistical Abstracts and SGRP Reports.

SGRPs M&E processes are guided by the MoWT's M&E strategy and the NDP III Integrated Transport Programme.

## 2.3. Key Achievements and Challenges

### 2.3.1 Key Achievements

In general, the extent to which the previous SGR Strategic Plan was implemented is as summarised below.

1. NCIP formation. The formation was initiated by the Heads of State from Uganda, Kenya, Rwanda and South Sudan. SGR is one of many clusters under the NCIP. Uganda has been chairing ministerial, commission and technical committees and their performance has been commendable.
2. SGR Protocol was signed by the Member States and deposited with the United Nations (UN) and African Union (AU). The protocol was ratified by Cabinet under Cabinet Min. 62 (CT 2015).
3. Government approved the SGR project under Cabinet Min. 62 (CT 2015) and SGR PMU was established in 2015.
4. Establishment of SGR PMU in 2015 under the Ministry of Works and Transport.
5. Government instituted a railway levy to finance SGR development.
6. Successive budgets have been released to the SGRP to date.
7. EPC/Turnkey Contract for SGR Eastern and Northern Route signed on 30<sup>th</sup> March 2015 and Addendum No 1 and No 2 were signed in September 2015 and March 2019 respectively.



8. Contract for Supervision Consultant for SGR Eastern Route signed in 2015.
9. MOU Western and Southern routes signed for SGR with CCECC in 2015.
10. MOU for GKMA LRT with CCECC was signed in 2015.
11. Bankable Feasibility Study for the Eastern route was completed.
12. Bankable Feasibility Study for the Northern route was substantially completed. An addendum for Pakwach-Vurra initiated but the procurement was not progressed.
13. Seismic, Geology and Mineralogy studies for the eastern route were completed.
14. Bankable Feasibility Study for Western and Southern Routes was completed.
15. Environmental Impact Assessment for the Eastern route was completed and an EIA certificate was issued by NEMA.
16. Sourcing for financing of the Malaba-Kampala SGR route is ongoing.
17. Permission to use 22.9Km. of central and local forest and forest reserves for development of SGR was secured from NFA.
18. Acquisition of ROW in wetlands and riverbanks completed. Permits have already been secured from NEMA, 53.1Km.
19. There also include a number of other strategic objectives and interventions that are still ongoing. These include:
  - a. Sensitization and mobilization of community;
  - b. Harmonization with other infrastructure projects ongoing. Consultations with UNRA, UETCL, KCCA, UMEME and NWSC.
  - c. The local content strategy was developed and engagements with various stakeholders like UMA, UNABSEC are still ongoing.
  - d. Capacity building of staff; and
  - e. Discussions with DR Congo to join SGR are also ongoing.

### 2.3.2 Key Challenges

The key challenges that affected the SGRP are as highlighted in this sub-section below.

- i). **Low Project Funding:** Funding of project outputs remains one of the biggest challenges facing the project. The allocations to the project have continuously reduced over the years. Over the Strategic Plan implementation period, the project has received UGX 150.45bn out of UGX 376.70bn in budget allocations. Worse still, these budget allocations are too small compared to project budget requirements. To put this in context, land acquisition alone requires over UGX 534bn. This excludes required funding for other project requirements for preconstruction activities such as relocation of utilities, Project Management among others.
- ii). **Halting of SGR development in Naivasha by Kenya.** Given its regional nature and earlier commitments by Uganda and Kenya on especially construction timelines, the halting of SGR development by Kenya has caused anxiety among stakeholders and the public. This has also led to more questions from China EXIM Bank.



- iii). **Delay in securing the loan from China EXIM Bank.** The GOU submitted the first loan application for the Malaba-Kampala SGR project in 2015 to China Exim Bank, since then, four other applications have been submitted to the Bank and engagements between the bank and GoU have been ongoing but to date the loan has not been secured. The bank has continuously raised issues on the loan and GOU has responded to them in the best way possible. The latest loan application was made in May 2021.
- iv). **Review of the Project cost and other key elements.** The GoU instituted review of the project and other key elements of the contract that were deemed to be unfavourable to GoU. Key among the reviewed elements were the contract price, dispute resolution clause, local content clause, railway section weight, continuous welding of the network, adequacy of the provided ICDs, compliance to labour law, payment schedule, anti-vandal railway fasteners, upgrading the Jinja Nile bridge to a single clear span, as well as inclusion of elements such as the spur to Bukasa Port, fencing of the entire RoW among others. The review took about two years and during this time, less work was done on other project activities such as sourcing for financing.
- v). **COVID-19 Pandemic.** The pandemic has affected the progress of implementing some project activities especially those that required physical interaction such as land acquisition. Following the MoH guidelines, the Project continues with activities that can be handled under the existing conditions.
- vi). **Pessimism by some stakeholder support.** The negativity created by some stakeholders has created an impression that the Project is not necessary for Uganda at this time and that it is unviable. The Project continues to engage key stakeholders to provide information and facts about the project to ensure utmost support.

## 2.4. SWOT Analysis

In order to improve performance in this new Plan, lessons were drawn from implementing the previous Plan using a SWOT framework. An analysis of the current situation (both internal and external) was undertaken in order to identify issues of concern that need to be addressed and the capabilities to capitalize on in project delivery. This formed the basis for developing thematic areas and the associated strategies and actions.

The SGRP strengths analysed include: availability of professional, experienced and motivated human resource; an energetic and dynamic staff; a clearly defined mandate and a dedicated project structure among others.

On the other hand, the weaknesses analysed include: limited capacity and experience in railway development; lack of a dedicated Contracts Committee; inadequate policy, legal, regulatory and institutional framework; a lean organisation and inadequate staffing levels; inadequate transport management system and limited automated work processes.

The opportunities analysed include: project prioritisation from government; existence of an SGR Regional Protocol; strong political will; institutional framework; and increased economic activities in the country, among others.

On the other hand, the analysed threats include: unfriendly conditions from external financiers; Existence of skepticism about the need for SGR by some key stakeholders; Politicization of the project by some stakeholders; Delays by Kenya to extend her project to



Malaba which has raised more questions about project viability; and a number of court cases, among others.

A summary of the results from the SWOT analysis is provided in the table 4 below.

**Table 4: SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Professional, experienced and motivated human resource</li> <li>Energetic and dynamic staff</li> <li>Defined mandate that enables the PMU to implement the project.</li> <li>Dedicated project structure</li> </ul>	<ul style="list-style-type: none"> <li>Limited capacity and experience in railway development and other specialised areas</li> <li>Lack of delegated Contracts Committee</li> <li>Inadequate policy, legal, regulatory and institutional framework in the railway subsector such as development, operation, maintenance and regulation among others being done by the same entity.</li> <li>Very lean organisation structure that does not provide room for staff promotion despite several years on the project</li> <li>Inadequate staffing levels / Staff exits/ Inability to replace exiting staff</li> <li>Inadequate transport data management</li> <li>Limited automated work processes</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>SGR is a priority government project</li> <li>Existence of Regional Protocol</li> <li>Project being developed as a regional project</li> <li>Strong political will</li> <li>Existence of institutional framework</li> <li>Existence of general goodwill from the public</li> <li>Support from other Government Agencies</li> <li>Benchmarking possibility from neighbours and best performers</li> <li>Wider dissatisfaction of current rail services</li> <li>Ability to leverage private sector participation in the project</li> <li>Support from Development Partners and other funders</li> <li>Availability of affordable local resources for construction</li> <li>Growing private sector</li> <li>Increased economic activities in other sectors</li> <li>The global drive for greener projects</li> <li>More Ugandans undertaking railway studies at different levels such as the 20 Ugandans that graduated with Master ' s level in Railway Engineering, at Addis Ababa University Railway in FY 2019/20</li> </ul>	<ul style="list-style-type: none"> <li>Unfriendly conditions from external financiers.</li> <li>Existence of skepticism about the need for SGR by some key stakeholders</li> <li>Politicization of the project by some stakeholders.</li> <li>Delays by Kenya to extend her project to Malaba which has raised more questions about project viability</li> <li>Existence of speculation tendencies which hamper progress</li> <li>Several court cases that are slowing implementation progress.</li> <li>Seemingly uncoordinated priority by the GOU as reflected by ever reducing budget allocations to the project</li> <li>High costs of harmonization and relocation of utilities</li> <li>Unbalanced press/media coverage.</li> <li>Government bureaucracy</li> <li>Uncertainty of the security environment in the region</li> <li>Global political/economic wars</li> <li>Risk of diseases associated with projects of SGR nature such as HIV/AIDS Pandemic</li> </ul>

## 2.5. Stakeholder Analysis

SGRP's stakeholder analysis was undertaken so as to assess the existing and potential relationships is pertinent to ensure the scale up and continuous strengthening of collaborations. It is important to note that different stakeholders have different influences on SGR's operations, and efforts should be deployed to ensure sustained, focused and beneficial stakeholder linkages.



**Table 5: SGR's Stakeholder Mapping and Analysis**

Stakeholders	Nature and Level of Influence	Strategies to improve working relationship with the various stakeholder groups
<b>1. Internal stakeholders</b>		
<ul style="list-style-type: none"> <li>• <b>Political leadership (Minister's Office)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Overall policy and strategic direction for SGR</li> <li>• Resource mobilization</li> <li>• Supervision</li> <li>• Political representation</li> <li>• External accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic policy briefs</li> <li>• Continuous engagement</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Senior Management (Commissioners &amp; Heads of Department)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Technical guidance &amp; support</li> <li>• Coordination</li> <li>• Internal accountability</li> <li>• Motivation</li> <li>• Supervision</li> <li>• Monitoring &amp; Evaluation</li> <li>• Quality control</li> <li>• Team building and leadership</li> <li>• Operational efficiency &amp; effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic management and performance review meetings</li> <li>• Continuous engagement</li> <li>• Adequate resourcing</li> <li>• Staff capacity building</li> <li>• Collaborations, partnerships and networking</li> <li>• Strengthen internal reporting</li> <li>• Management Information Systems</li> <li>• Service delivery standards</li> <li>• Continuous team building &amp; staff motivation</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Technical staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and Service delivery</li> <li>• Operational efficiency and effectiveness</li> <li>• Planning, budgeting</li> <li>• Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation &amp; welfare</li> <li>• Capacity building &amp; career support</li> <li>• Adequate resourcing: infrastructure, tooling &amp; equipment</li> <li>• Conducive work environment</li> <li>• Teambuilding</li> <li>• Innovation support</li> <li>• Service delivery standards</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• Financial control and reporting</li> <li>• Procurement &amp; logistics management</li> <li>• Records management</li> <li>• Human resources management</li> <li>• Systems building and control</li> <li>• Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Systems building</li> <li>• Capacity building</li> <li>• Continuous reorientation to SGR strategic focus</li> <li>• Logistical support</li> <li>• Teambuilding</li> <li>• Motivation</li> <li>• Career support</li> </ul>
<b>External Stakeholders</b>		
<ul style="list-style-type: none"> <li>• <b>Presidency and Cabinet</b></li> </ul>	<ul style="list-style-type: none"> <li>• Policy roles</li> <li>• Political and national strategy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement</li> <li>• Policy updates</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Parliament</b></li> </ul>	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• Monitoring and oversight</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement</li> <li>• Policy updates</li> </ul>
<ul style="list-style-type: none"> <li>• <b>MOFPED</b></li> </ul>	<ul style="list-style-type: none"> <li>• Financial planning, budgeting and guidance</li> <li>• Resource mobilization</li> <li>• Macroeconomic stability</li> <li>• Support development planning</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement</li> <li>• Policy updates</li> <li>• Lobbying</li> <li>• Technical consultations on financing</li> </ul>



Stakeholders	Nature and Level of Influence	Strategies to improve working relationship with the various stakeholder groups
• OPM	• Monitoring service delivery efficiency and effectiveness	• Continuous engagement • Policy updates • Periodic technical consultations
• Office of the President	• Political and policy direction • Manifesto implementation	• Continuous engagement • Policy updates
• MOPS	• Human resource administration and management	• Continuous engagement • Policy updates on HR • Technical consultations on HR
• Public	• Demand services / Clientele • Accountability	• Continuous engagement • Sensitisation and awareness raising
• Mandate related Statutory Agencies –	• Clients relations • Stakeholders for complementary roles	• Coordination frameworks • Harmonisation of legal and policy frameworks • Harmonization of service delivery standards • Continuous engagements
• Regional and International bodies	• Standards and certification • Research and innovations • Capacity building • Quality Management Systems	• Continuous engagement • Technical consultations • Research and development collaborations • Technological collaboration • Benchmarking and comparative peer learning • Standards, accreditation and best practice sharing
• UNBS	• Standards and certification • Quality Management Systems	• Continuous engagement • Technical consultations • Standards, accreditation and best practice sharing

## 2.6 Summary of the Lessons learnt and Key Emerging Issues

The key lessons and emerging issues are classified into four strands, that is: **Infrastructural related; State Ownership and Governance; Low private sector privatisation and Environmental and sustainability considerations.** The details of these are summarised below.

- i). Economic growth and development require transportation/mobility and better-connected
- ii). Public investment in railway development has not kept pace with the growth in demand
- iii). The existing MGR Services are not attractive and even rehabilitation of the MGR cannot provide the required transport capacity from the medium term going forward.
- iv). State ownership remains high and the sector reform process moves slowly, particularly in the railway sub sector.
- v). Weak governance and lack of competition is delaying development of an efficient modern railway transport system and adoption of new technologies
- vi). Private sector involvement in the provision of railway transport has been limited and involvement of a private sector player (RVR) from 2006-2016 did not improve services. However, elsewhere, private sector participation in the development, management and operation of railway transport is applauded



- vii). Transport is a slow change sector in terms of decarbonisation, innovation, new technologies, carbon neutrality and modal shift. All need to be accelerated.
- viii). Safety especially on roads remains a significant economic and social cost.
- ix). Maintaining ecological connectivity requires adoption of infrastructure permeability principles



## 3.0 SGRP STRATEGIC DIRECTION FY 2020/21-2024/25

### 3.1. Introduction

This Chapter presents the strategic focus for SGR for the period 2020/2021 - 2024/2025. It details SGR's strategy, planning process, vision, mission, core values, goals, strategic objectives and attendant interventions and actions. The strategic direction is guided by internal and external consultations, review of the previous SP, aspirations of the Uganda Vision 2040, the NDP III and MoWT Strategic Plan, among others.

### 3.2. Vision, Mission, Mandate and Core Values

#### 3.2.1. Vision

SGRs' Vision is *"A modern and efficient Standard Gauge Railway system in Uganda"*

#### 3.2.2. Mission

SGRs' Mission is *"to develop the SGR system in a cost-effective manner and in line with the regional SGR Protocol"*.

#### 3.2.3. Core Values

The SGRP is guided by common core values that we cherish and shall always hold with highest regard given that they form the basis of our actions and they bind us together. The PMU will invest in ensuring that these values are strongly held, widely shared, are supported by strategy and are part of the project culture by assisting staff in all ways possible to ensure that a core value system towards work continues.

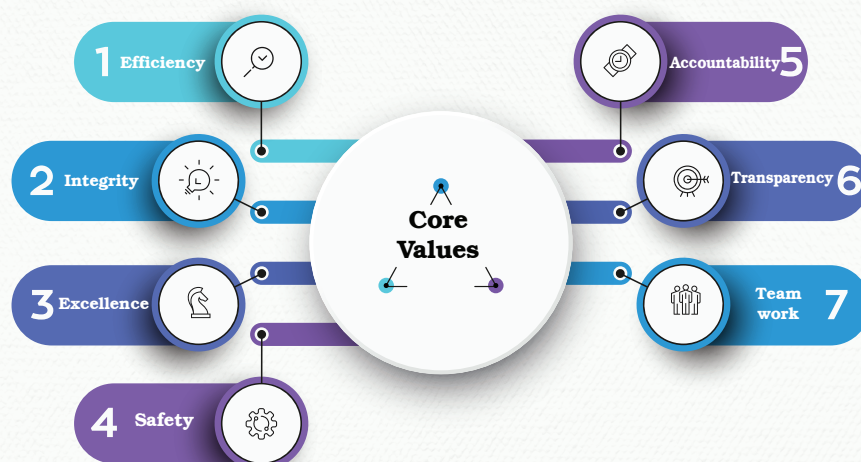
In order to achieve SGRs' mission, the PMU observes the following core values.

- i). **Safety:** We ensure employee safety in all that we do.
- ii). **Accountability:** We are accountable for our actions to all people and institutions that we serve.
- iii). **Transparency:** We maintain an open-door policy and consult with our stakeholders as frequently as possible, so as to ensure that their needs are met.
- iv). **Excellence:** We strive to achieve our goals through hard work, innovation, creativity, prudence and exemplary leadership.
- v). **Integrity:** We are dedicated to serving with honesty, high professional standards and good ethical conduct.
- vi). **Team Work:** In sharing SGRs' Vision, we rely on the SGR employees to work as a team to achieve results.
- vii). **Efficiency:** We are efficient and effective in our approach to give the best service at all times.



The core values as illustrated in Figure 4 below.

**Figure 4: SGRs' Core Values**



### 3.2.4. Principles of the Strategic Plan

The Strategic Plan is anchored on the following principles as shown in Table 6 below.

**Table 6: Principles of the Strategic Plan**

Principle	Description
<b>Integration with other Government Plans</b>	It is in line with other Government plans such as Uganda Vision 2040 and NDPIII both of which emphasise the need for an efficient, integrated and modern transport system, in general, and a regional railway system, in particular. We recognise that more plans will be developed in due course but we will ensure that they complement the SGR.
<b>Cost Effectiveness</b>	Development of the railway will be guided by the principle of cost effectiveness. The latest and innovative technology will be deployed in construction and operations of the railway. The PMU will benchmark from Kenya and other countries that have delivered similar projects for purposes of knowledge sharing to mitigate the challenges they have faced.
<b>Timeliness</b>	In order to meet the agreed-on NCIP project delivery timelines, and also urgently address the transport related binding constraints towards economic growth within the country and the region, the SGR PMU will ensure that the railway is developed on schedule. All efforts will be geared towards delivering the project within the agreed timeframes such that the country can reap from the economic benefits of the railway
<b>Transparency</b>	There will be zero tolerance to corruption.
<b>Communication</b>	There will be open channels of communication between the project and all stakeholders.
<b>Quality control</b>	The project will put in place mechanisms to ensure that the quality of materials, personnel, equipment and all other inputs meet international standards and are as per the contract.
<b>All-inclusive Approach</b>	The project will ensure that all stakeholders play their respective roles in delivery of the project.
<b>Environment and other socio-economic aspects</b>	The railway will be developed in an environmentally friendly manner by taking care of the eco-systems. Additionally, addressing socio economic aspects such as gender, PWDs, HIV and others will be mainstreamed in project delivery.
<b>Efficiency</b>	The strategies and activities will be smarter and will be done at the least possible cost, bearing in mind quality and timeliness



### 3.3. SGRs' Goal During this Planning Period

The goal of the SGRP during this planning period is “*Sustainable, Effective, Efficient and Safe SGR and GKMA LRT Systems*”

### 3.4. Strategic Objectives

1. To build an effective, efficient and safe Malaba-Kampala SGR system
2. To develop the SGR Northern and Western Routes and GKMA LRT system
3. To enhance the institutional capacity of the SGR PMU
4. To maintain an efficient asset management for SGR

**Table 7: Alignment of Strategic Objectives to the NDPIII Objectives**

NDP III Programme Objective	NDP III Interventions	SGR Objective	SGR Interventions to attain the NDP III Programme Intervention and Objectives
<b>NDP III Programme: Integrated Transport Infrastructure and Services Programme</b>			
Optimize transport infrastructure and services investment across all modes	Construct, upgrade and climate proof strategic transport infrastructure (tourism, oil, minerals and agriculture)	<p>To build an effective Malaba-Kampala SGR system.</p> <p>To develop the SGR Northern and Western Routes and GKMA LRT system.</p>	<ol style="list-style-type: none"> <li>1. Acquire 4,700 acres of land free of encumbrances for ROW for the construction of Malaba – Kampala SGR by June 2023</li> <li>2. Construct 231KM of the Malaba-Kampala SGR system.</li> <li>3. Finalize the planning, design and sourcing funding for the development of Port at Majanji and SGR Railway Spur to the port by 2025.</li> <li>4. Coordinate regional NCIP partner states for development of the regional network.</li> <li>5. Finalize the designs for the development of Northern, Western routes SGR route and secure project codes by 2025.</li> </ol>
	Implement an inclusive mass rapid transport system (Light Rail Transport (LRT), BRT/Mass Bus Transport (MBT) and cable cars)	To develop the SGR Northern and Western Routes and GKMA LRT system.	<ol style="list-style-type: none"> <li>1. Undertake feasibility and preliminary Engineering studies and designs for phase I of the GKMA LRT system.</li> </ol>
Promote integrated land use and transport planning	Develop and strengthen transport planning capacity	To enhance the institutional capacity of the SGR PMU	<ol style="list-style-type: none"> <li>1. Update and implement the SGR PMU Human Resource Capacity Development Plan.</li> <li>2. Establish a well-staffed and skilled PMU comprising of 196 skilled staff in line with project objectives and also work with URC to train Ugandans in O&amp;M of SGR.</li> <li>3. Attain a seamless and joint railway operation between</li> </ol>



NDP III Programme Objective	NDP III Interventions	SGR Objective	SGR Interventions to attain the NDP III Programme Intervention and Objectives
			Uganda and Kenya by 2025 by harmonizing infrastructure, customs & trade and operation. 4. Ensure technology and skills transfer to Uganda nationals. 5. Enhance Corporate Governance
Sustainable Urbanization and Housing Programme	Develop Transit-Oriented developments along transport infrastructure corridors (such as roadside stations)	1. To build an effective, efficient and safe Malaba-Kampala SGR system  2. To develop the SGR Northern and Western Routes and GKMA LRT system	3. Undertake feasibility and prelim. Engineering studies and designs for phase I of the GKMA LRT system.
Transport inter-connectivity to promote intra-regional trade and reduce poverty	Implement an inclusive mass rapid transport system (Light Rail Transport (LRT), BRT/Mass Bus Transport (MBT) and cable cars)	To develop the SGR Northern and Western Routes and GKMA LRT system	1. Undertake feasibility and prelim. Engineering studies and designs for phase I of the GKMA LRT system. 2. Plan and Implement Transit Oriented Development (TOD) and Cargo Oriented Development (COD) for increased commercial viability of the Railway (5m ton.)
Prioritize transport asset management	Maintain and protect transport infrastructure	To maintain an efficient asset management for SGR	1) Develop and implement plans for protection and safeguarding SGR assets during construction. 2) Work with URC to develop plans for protection and safeguarding SGR assets after construction.



### 3.5.Key Outcome Level Results

At the strategic level, SGRs' Strategic Plan progress will be tracked at the objective level. High level indicators will be set and tracked, so as to gauge Strategic plan progress. The set-out indicator targets are in line with the overall country development planning frameworks, like the Uganda Vision 2040, NDP III, Integrated Transport Infrastructure and Services Programme and its attendant Programme Implementation Action Plan (PIAP); and the Ministry of Works and Transport Strategic Plan, among others. The details of these are as illustrated in Table 8 below.

**Table 8: Key Outcome Level Results**

Goal and Objectives	Outcome (s)	Indicators	Baseline (2019/20)	Targets 2024/25
<b>Goal:</b> To develop sustainable, efficient, effective and safe SGR and GKMA LRT Systems	Improved accessibility to goods and services	Average Transit time for Freight rail services, Mombasa - Kampala (days)	14	1
		Average Travel time for passengers, Mombasa - Kampala (hours)	20	12
<b>Objective 1:</b> To build an effective, efficient and safe Malaba-Kampala SGR system	Reduced freight transportation cost (per ton per km)	Inland (on Rail USD per/ton-km):	0.12	0.05
		From coast to Kampala (on Rail) (in USD per/ton-km):	0.12	0.05
<b>Objective 2:</b> To develop the SGR Northern and Western Routes and GKMA LRT system.	Increased Stock of SGR infrastructure	Feasibility study in place (Northern and Western Routes)	0	2
		Feasibility Study in place (LRT)	0	1
<b>Objective 3:</b> 3. To enhance the institutional capacity of the SGR PMU	Improved transport services human resources capacity	Percentage of the staff structure filled (%)	40	100
		Percentage of staff trained in specialized railway courses (%)	5	50
<b>Objective 4:</b> To maintain an efficient asset management for SGR	Assets Maintained	% of the asset maintained	10	100

### 3.6.Interventions and Intermediate Outcomes

The Plan outlines 13 interventions that will be pursued so as to achieve the set objectives. The interventions and their respective intermediate outcomes are provided and highlighted in table 9 below.



**Table 9: Interventions, Intermediate Outcomes and Indicators**

S/No.	Interventions	Intermediate Outcome	Indicator/s	Baseline 2020/21	Target 2024/25
<b>Objective 1: To build an effective, efficient and safe Malaba-Kampala SGR system</b>					
1	Acquire 1600 acres of land free of encumbrances for ROW for the construction of Malaba – Kampala SGR by June 2023.	SGR ROW acquired.	No. of acres acquired.	1109	2699
2	Construct 231KM of the Malaba-Kampala SGR system.	Malaba-Kampala SGR constructed.	No. of KMs of the Malaba-Kampala SGR network constructed.	0	231
3	Finalize the planning, design and sourcing funding for the development of Port at Majanji and SGR Railway Spur to the port by 2025.	Feasibility studies, prelim. Engineering designs and ESIA's undertaken.	Proportion of required funding secured.	0%	25%
4	Coordinate regional NCIP partner states for development of the regional network.	Increased stock of regional SGR KMs constructed.	No. of cluster meetings organized.	1	4
<b>Objective 2: To develop the SGR Northern and Western Routes and GKMA LRT system</b>					
5	Finalize the designs for the development of phase I of the GKMA LRT system.	Feasibility studies, prelim. Engineering designs and ESIA's undertaken.	Proportion of required funding secured.	0%	20%
6	Finalize the designs for the development of Northern, Western routes SGR route and secure project codes by 2025.	Feasibility studies, prelim. Engineering designs and ESIA's undertaken.	Proportion of required funding secured.	0%	5%
<b>Objective 3: To enhance the institutional capacity of the SGR PMU</b>					
7	Update and implement the SGR PMU Human Resource Capacity Development Plan.	Railway training programs developed.	No. of railway related specific trainings undertaken per year.	1	6
8	Establish a well-staffed and skilled PMU comprising of 196 skilled staff in line with project objectives.	Reduction in employee turnover	Staffing levels (No. of staff)	91	196
9	Ensure technology and skills transfer to Uganda nationals.	Knowledgeable workforce in railway construction, operation and management.	Ratio of Uganda: foreign workforce	0	9:1
10	Enhance Corporate Governance	Enhanced coordination between leaders and staff.	Level of Corporate Governance Maturity	40%	100%



S/No.	Interventions	Intermediate Outcome	Indicator/s	Baseline 2020/21	Target 2024/25
11	Plan and Implement Transit Oriented Development (TOD) and Cargo Oriented Development (COD)	Increased commercial viability of the Railway (5m ton.)	No. of TOD and COD facilities established	0	2
<b>Objective 4: To maintain an efficient asset management for SGR</b>					
12	Develop and implement plans for protection and safeguarding SGR assets during construction.	Increased stock of SGR assets.	No. of asset stock audits done per year.	1	4
13	Work with URC to develop plans for protection and safeguarding SGR assets after construction.	Approved plans for protection of acquired SGR assets.	No. of engagements held per year.	1	4

From the above table, the SGRP developed a project implementation framework that indicates the interventions, outputs, actions and the output indicators as shown below.

**Table 10: Actions and Interventions**

S/No.	Intervention	Output(s)	Action(s)	Output Indicator(s)
<b>Objective 1: To build an effective, efficient and safe Malaba-Kampala SGR system</b>				
1.	Acquire 1600 acres of land free of encumbrances for ROW for the construction of Malaba – Kampala SGR by June 2023.	Encumbrance-free Land Secured	<ul style="list-style-type: none"> <li>RAP survey and valuation assessment carried out.</li> <li>Prepare supplementary reports.</li> <li>Maintain an updated compensation database.</li> <li>Secure deed prints and Certificates of Title for acquired land.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Valuation reports approved</li> <li>Number of PAPs paid.</li> <li>Number of acres of ROW acquired.</li> <li>No. of SGR Certificates of Title secured</li> </ul>
		Acquired ROW protected.	<ul style="list-style-type: none"> <li>Undertake District level Monitoring.</li> <li>Demarcate the ROW.</li> <li>Monitor the acquired ROW</li> </ul>	<ul style="list-style-type: none"> <li>Number of Kilometres demarcated.</li> <li>Number of district monitoring reports prepared.</li> </ul>
		NFA and NEMA certificates	<ul style="list-style-type: none"> <li>Renewal of permits from NEMA.</li> <li>Demarcate the ROW sections</li> </ul>	<ul style="list-style-type: none"> <li>Number of kilometres of ROW through NFA/ NEMA demarcated.</li> </ul>
2.	Construct 231KM of the Malaba-Kampala SGR system.	Financing Secured.	<ul style="list-style-type: none"> <li>Prepare MoUs, Contracts, and financing agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of civil works undertaken</li> </ul>
		Compliance to social safeguards ensured	<ul style="list-style-type: none"> <li>Update Guidelines, Strategies and IEC materials</li> </ul>	<ul style="list-style-type: none"> <li>Number of Updated Guidelines and IEC materials in Place.</li> </ul>
			<ul style="list-style-type: none"> <li>Undertake mobilization and sensitization of PAPs and communities along the SGR alignment at construction stage</li> </ul>	<ul style="list-style-type: none"> <li>Percentage (%) of people knowledgeable about social safeguard awareness in the affected communities.</li> </ul>
			<ul style="list-style-type: none"> <li>Provision, maintenance and operation of STI/STD and HIV/ AIDS clinic (VHCT) attached to Camp sites Monitoring and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Percentage (%) of stakeholders trained/sensitized on Health and HIV/AIDs issues in relation to the project</li> </ul>



S/No.	Intervention	Output(s)	Action(s)	Output Indicator(s)
			<ul style="list-style-type: none"> <li>Gender, the Elderly and Persons with Disabilities sensitization and awareness raising meeting/workshops/ Trainings.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Training/workshops / meetings conducted</li> </ul>
			<ul style="list-style-type: none"> <li>Conduct awareness trainings for staff and contractor's staff on the requirements of the ACT and undertake compliance Monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Awareness trainings conducted.</li> </ul>
			<ul style="list-style-type: none"> <li>Socio Economic status Studies.</li> </ul>	<ul style="list-style-type: none"> <li>Number of socio-economic assessments undertaken.</li> </ul>
			<ul style="list-style-type: none"> <li>Awareness creation of available labour laws.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Awareness trainings conducted.</li> </ul>
		Eastern route developed in an EHS sound manner	<ul style="list-style-type: none"> <li>Acquire supplementary data to fill gaps realized from the review of the ESIA report</li> </ul>	<ul style="list-style-type: none"> <li>Percentage (%) of planned reviews completed</li> </ul>
			<ul style="list-style-type: none"> <li>Apply for renewal for wetland/river bank/ lake shore user permits and forest permits.</li> </ul>	<ul style="list-style-type: none"> <li>Number of renewed permits and approvals</li> </ul>
			<ul style="list-style-type: none"> <li>Conduct ESIA for 3 Industrial Parks</li> <li>Conduct ESIA for electricity connections to railway sub stations</li> </ul>	<ul style="list-style-type: none"> <li>Number of ESIA's undertaken.</li> </ul>
			<ul style="list-style-type: none"> <li>EHS monitoring and auditing conducted.</li> <li>Ecosystem restoration undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Number of EHS monitoring undertaken</li> <li>Acreage of restored eco system</li> </ul>
		National Content Strategy updated and implemented	<ul style="list-style-type: none"> <li>Joint capacity improvement programs designed and undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Number of firms engaged &amp; reports.</li> </ul>
			<ul style="list-style-type: none"> <li>Implement MOUs with ERB and Ministry of internal affairs for foreign labourers.</li> </ul>	<ul style="list-style-type: none"> <li>Number of foreign labourers supported in process of issuance of work permits.</li> </ul>
			<ul style="list-style-type: none"> <li>Certification of approved materials and pre-shipment.</li> </ul>	<ul style="list-style-type: none"> <li>Number of import verifications undertaken.</li> </ul>
3.	Finalize the planning, design and sourcing funding for the development of Port at Majanji and SGR Railway Spur to the port by 2025.	Feasibility studies, preliminary engineering designs and ESIA's undertaken.	<ul style="list-style-type: none"> <li>Procure consultant to undertake the studies.</li> <li>Source for financing.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage (%) of civil works undertaken.</li> </ul>
	Coordinate regional NCIP partner states for development of the regional network.	NCIP Summits and SGR Cluster coordinated and attended	<ul style="list-style-type: none"> <li>Prepare reports as per NCIP requirements</li> <li>Prepare action plans from NCIP directives</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings organised per year.</li> <li>Average number of directives implemented.</li> </ul>
		Uganda-Congo engagements on SGR (border crossings and joint preliminary studies) undertaken	<ul style="list-style-type: none"> <li>Prepare reports on implementation of resolutions</li> </ul>	<ul style="list-style-type: none"> <li>Number of Reports produced.</li> </ul>



S/No.	Intervention	Output(s)	Action(s)	Output Indicator(s)
<b>Objective 2: To develop the SGR Northern and Western Routes and GKMA LRT system</b>				
S/No	Intervention	Output(s)	Action(s)	Output indicator(s)
1.	Finalize the designs for the development of phase I of the GKMA LRT system.	Greater Kampala Light Rail Mass Transit system developed	<ul style="list-style-type: none"> <li>• Procure consultant to develop masterplan.</li> <li>• Undertake feasibility studies.</li> <li>• Source for Private Public Partners.</li> <li>• Conduct detailed project designs.</li> <li>• Acquire ROW land.</li> <li>• Construct LRT System.</li> <li>• Develop operations model.</li> </ul>	• Number of KMs of LRT systems constructed.
2.	Finalize the designs for the development of Northern, Western routes SGR route and secure project codes by 2025.	Bankable Feasibility studies conducted	• Offer technical support, review and approve the Draft, Interim and final BFS.	• Number of Approved Reports
		ESIA prepared	• Conduct ESIA studies for each route	• No of ESIA recommendation implemented.
		EPC/Turnkey contracts signed	• Engage prospective financiers	• % of required funds released.
		Preliminary Engineering Design finalized	• Review design, ensure completeness of the PED	• % of civil works undertaken.
<b>Objective 3: To enhance the institutional capacity of the SGR PMU</b>				
1.	Update and implement the SGR PMU Human Resource Capacity Development Plan.	Human resource, ICT, Finance and Administration aspects addressed	<ul style="list-style-type: none"> <li>• Implement project human resource capacity building plan</li> <li>• Provide logistical support to project Top Management</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff trained</li> <li>• % of logistical support to project TMT</li> </ul>
2.	Establish a well-staffed and skilled PMU comprising of 196 skilled staff in line with project objectives.	Develop and strengthen railway planning capacity	<ul style="list-style-type: none"> <li>• Acquisition and use of railway planning systems increased</li> <li>• 90:10 Uganda to Foreigners labor ratio requirement ensured.</li> <li>• Implement communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• No. of railway planning systems acquired</li> <li>• % of employees that are Ugandan.</li> <li>• % of strategy implemented</li> </ul>
	Ensure technology and skills transfer to Uganda nationals.	Operation Model agreed upon	<ul style="list-style-type: none"> <li>• Agree on Operations Model with Kenya.</li> <li>• Sign Bilateral Agreement with Kenya on operations</li> </ul>	• 1No. agreement in place
	Enhance Corporate Governance	Improvement in internal and inter-agency coordination.	• Implement Governance Enhancement interventions (Culture, communication, structure, performance management, policies, management meetings etc.)	• Level of Corporate Governance Maturity
	Plan and Implement Transit Oriented Development (TOD) and Cargo Oriented	Transit oriented developments and Cargo oriented developments constructed	<ul style="list-style-type: none"> <li>• Undertake TOD and COD studies on SGR infrastructure corridors.</li> <li>• Siding development concept prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Transit Oriented Development Studies undertaken.</li> <li>• No. of KMs of SGR connecting lines constructed.</li> </ul>



S/No.	Intervention	Output(s)	Action(s)	Output Indicator(s)
	Development (COD)			
S/No.	<b>Objective 4: To maintain an efficient Asset Management for SGR</b>			
	Develop and implement plans for protection and safeguarding SGR assets during construction.	Asset management plan updated and implemented	<ul style="list-style-type: none"> <li>• Develop project asset management Plan</li> </ul>	• % of the plan developed
		SGR developed in a safe and healthy manner	<ul style="list-style-type: none"> <li>• Prepare OHS Management System Manual linking the different plans.</li> <li>• Conduct periodic OHS audits on work sites</li> </ul>	• Occupational Safety and Health (OSH) responsiveness
	Work with URC to develop plans for protection and safeguarding SGR assets after construction.	Asset management plan revised for both MGR and SGR	<ul style="list-style-type: none"> <li>• Update railways asset management Plan</li> </ul>	% of the plan developed



## 4.0 FINANCING FRAMEWORK AND STRATEGY

### 4.1. Introduction

This chapter presents the required financial resources to implement the Strategic Plan 2020/21-2024/25. The Plan estimates that SGR will spend a total estimate of UGX **UGX 9,264.40bn** in the next five Financial Years. Funding this SGR Plan will benefit in a multiplicity of ways, as capsulated in the set-out goals, objectives and targets.

Like other mega railway projects, SGR development in Uganda requires huge investment. Implementation of the project majorly done through Government of Uganda using financing from Consolidated Fund and loans from development partners. Specifically, the EPC Turnkey Contract will be financed using 85 percent (85%) loan from Development Partners, while 15 percent (15%) will be counterpart financing from GoU. The other project costs for items like land acquisition, supervision consultancy, and electricity extension to the sub-stations among others, will be financed by GOU.

### 4.2. Assumptions and Costing Framework

Costing of this Plan was undertaken based on the targets to be achieved as per the results framework for the SGR Project. A bottom-up approach was adopted in the costing, starting from the intervention/actions/activities to the output indicators. The Ministry of Works and Transport will continue to engage government to expand the SGR MTEF.

Government also intends to undertake other projects alongside the Malaba to Kampala SGRP which include; development of the GKMA LRT, development of Majanji Port and Spur and other Projects such as development of ICDs and Industrial Parks to boost viability of the SGR Project.

Nonetheless, GoU hasn't yet agreed on the financing modality for these projects. For the case of GKMA LRT, a prefeasibility study was done in 2016, with the Plan of using loan financing to implement the project. However, in 2018, the GKMA LRT project was submitted to MoFPED to be considered among projects to be financed under PPP framework but since then, the project has not had any tangible milestones. For the case of Majanji Project, Feasibility studies and Preliminary Engineering Designs will be concluded in 2023/24. These will provide a cost element for the project. The SGR PMU will continue engaging the MoFPED and other relevant stakeholders on financing of these projects. Particularly, working with MoFPED and MoWT, the SGRP will interest Government in use of the PPP approach for some elements of the GKMA LRT project and such other elements that are suitable for private sector participation.

**The following assumptions were made:**

- a. Malaba-Kampala SGR section remains a priority project to be developed ahead of other sections and will be commenced during the strategic plan period.
- b. The loan from Development Partners will be secured by end of FY 2023/24 of this Strategic Plan
- c. Funds for preconstruction activities like land acquisition will be released on time by GoU.
- d. Funds for other project elements like relocation of utilities, electricity extension, supervision consultancy, project management and others will be readily available despite the COVID 19 pandemic.



- e. GKMA LRT project and Majanji project will be approved by MoFPED Development Committee on time.
- f. Funds for the planned work on the GKMA LRT, Tororo Roads and Railway Polytechnic and Majanji Project will be released on time.
- g. Resources Required to Implement the Strategic Plan

### 4.3. Overall Cost of the Plan

The estimated total cost of implementing the strategic plan over the Plan period is expected to be **UGX 9,264.40bn**. This is as reflected in Table 11 below. As already alluded, the Plan will be financed through the central Government through the respective Programme Working Groups allocations for different Subprograms, through Development Partners and Public Private Partnerships. The detailed SGR cost implementation matrix is as shown in the Annex 2.

**Table 11: Summary of Strategic Plan Budget (UGX, Bns)**

Classification	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Wage	5.10	5.10	5.90	5.94	17.67	39.71
Non-Wage Recurrent	3.57	1.40	1.33	3.64	3.04	12.98
<b>Total Recurrent</b>	<b>8.67</b>	<b>6.50</b>	<b>7.23</b>	<b>9.58</b>	<b>20.71</b>	<b>52.69</b>
Total Development	21.20	2,319.26	2,610.45	2,259.43	2,001.36	9,211.71
<b>Total Budget</b>	<b>29.86</b>	<b>2,325.76</b>	<b>2,617.69</b>	<b>2,269.01</b>	<b>2,022.08</b>	<b>9,264.40</b>

### 4.4. SGR Project Budget Projections in the MTEF

From the MTEF outlook and total budget requirement, a total of **UGX 9,264.40bn**. has been earmarked for the SGR project between FYs 2020/21 to 2024/25. Table 12 below shows SGR Project's Medium-Term Expenditure Framework (MTEF) projections over the Strategic Plan period.

**Table 12: MTEF Projections and Implications on the Strategic Plan (UGX, Bns)**

Budget Item	20/21	2021/22	2022/23	2023/24	2024/25	Total
<b>1097 New Standard Gauge Railway Line</b>	<b>19.0</b>	<b>23.6</b>	<b>2,518.3</b>	<b>3,884.4</b>	<b>3,968.3</b>	<b>10,413.7</b>

Source: MoWT MPS FY 2020/21

### 4.5. Funding Gap

The funding gap provides the divergence between the SGR Project budget estimates and the MTEF projections. Whereas the total MTEF projection is sufficient to cover the SGR project estimates for the period, there are divergencies in the respective annual projections as indicated in table 13 below.

**Table 13: Funding Gap for the Strategic Plan (UGX, Bns)**

Description	20/21	2021/22	2022/23	2023/24	2024/25	Total
MTEF Projections	19.0	23.6	2,518.3	3,884.4	3,968.3	10,413.7
SGR Project Estimates	29.9	2,325.8	2,617.7	2,269.0	2,022.1	9,264.4
<b>Variation</b>	<b>- 10.9</b>	<b>- 2,302.2</b>	<b>- 99.4</b>	<b>1,615.4</b>	<b>1,946.2</b>	<b>1,149.2</b>



#### 4.6.Strategic Plan Budget by Source of Funding

This sub-section provides a summary of SGR's funding by source. Table 14 provides highlights the percentage contribution for each source during the strategic plan period.

**Table 14: Classification of the Budget by Source of Funding (UGX, Bns)**

Classification	2020/21		2021/22		2022/23		2023/24		2024/25		Total
Funding Source	GoU	Ext.	GoU	Ext.	GoU	Ext.	GoU	Ext.	GoU	Ext.	
Wage	5.1	-	5.1	-	5.9	-	5.9	-	17.7	-	39.7
Non – Wage Recurrent	3.6	-	1.4	-	1.3	-	3.6	-	3.0	-	13.0
Total Recurrent	8.7	-	6.5	-	7.2	-	9.6	-	20.7	-	52.7
Development	21.2	-	374.9	1,944.3	817.5	1,793.0	475.6	1,783.8	407.2	1,594.1	9,211.7
Total Budget	29.9	-	381.4	1,944.3	824.7	1,793.0	485.2	1,783.8	427.9	1,594.1	9,264.4
%age of Source	100%	0%	16%	84%	32%	68%	21%	79%	21%	79%	100%

#### 4.7.Resource Mobilization Strategy

As already alluded, SGR will mobilise its resources from a mix of sources. Primarily, SGR will mobilise its resources from Government, its established systems and platforms and also the respective Programme Implementation Action Plans (PIAPs) and Votes.

The strategy identifies and implements innovative measures for increasing allocation from Government, Innovative Financing Models, Development Partners and Public Private Partnerships (PPPs), among others. Most importantly, the Strategy will be dynamic to consider the changing financing and development aspects, and lessons learnt from current domestic and international resources mobilization efforts, among others. SGR Management also recognizes that whereas all priorities ideally bear a financial implication, there are some budget-neutral efforts which will also be pursued without necessarily earmarking funding, so as to fast-track SGR implementations.

The SGR resource mobilisation strategy will be undertaken among others, through:

- Engagements with critical Government stakeholders, including MoFPED, MoWT, NPA and the respective Programme Working Groups (PWGs) that have an influence and impact on SGR operations.
- Proposals will be developed for fundable projects that can attract funding
- Feasible Projects will also be developed through the clearly defined Public Investment Management cycle.
- Modalities will also be undertaken to improve SGR Internal efficiency
- Collaboration with relevant Development Partners in some of the related functions will also be undertaken.



## 5.0 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

This chapter presents the coordination mechanisms for effective implementation of SGR's Strategic Plan. It also analyses SGR's structure and staffing requirements needed to achieve its strategic Plan. Further, it provides the roles and responsibilities of the key actors in implementing the Strategic Plan.

### 5.1.Coordination of the Implementation Process

Coordination and implementation of the strategic plan to yield results will be undertaken under the exiting institutional arrangements. These are as discussed in this sub-section.

The SGR Project is a regional project among the Northern Corridor Integration Projects (NCIP) partner States of Uganda, Kenya, Rwanda and South Sudan. Project governance and management at the regional and national levels is as provided below.

#### 5.1.1. Project Implementation at the Regional Level

##### *5.1.1.1 Northern Corridor Integrated Project (NCIP) Summit*

The Project is implemented under the auspices of the Northern Corridor Integration Projects (NCIP) Regional SGR Protocol which was ratified by Cabinet Minute 62 (CT 2015). It is mandated to undertake its mandate in the most cost effective and business-like manner and in accordance with modern management practices. Of necessity, this requires the highest calibre of professional staff with a variety of technical and professional skills and a competent Board. The NCIP Summit directs the implementation of the SGR regional Project.

##### *5.1.1.2 Joint Ministerial Committee*

The Joint Ministerial Committee is composed of Ministers responsible for transport/infrastructure of the respective Partner Countries. The Committee is the policy organ of the SGR project. It promotes, monitors, reviews and implements all programmes and projects for the development and operation of SGR. It also considers progress reports of the Commission and prepares reports for the Summit. The Committee implements the decisions and directives of the Summit as may be addressed to it. In addition, the Committee shall exercise such other powers and perform such other functions as are vested in or conferred on it by the Tripartite Agreement.

##### *5.1.1.3 Standard Gauge Railway Commission*

The SGR Commission is the driving force for the implementation of the SGR project in line with the Protocol. Its role includes project coordination, resource mobilisation and implementation oversight. The Ministers/Cabinet Secretaries responsible for transport oversee the work of the Commission and provide any required policy direction.

##### *5.1.1.4 Regional Joint Technical Committee*

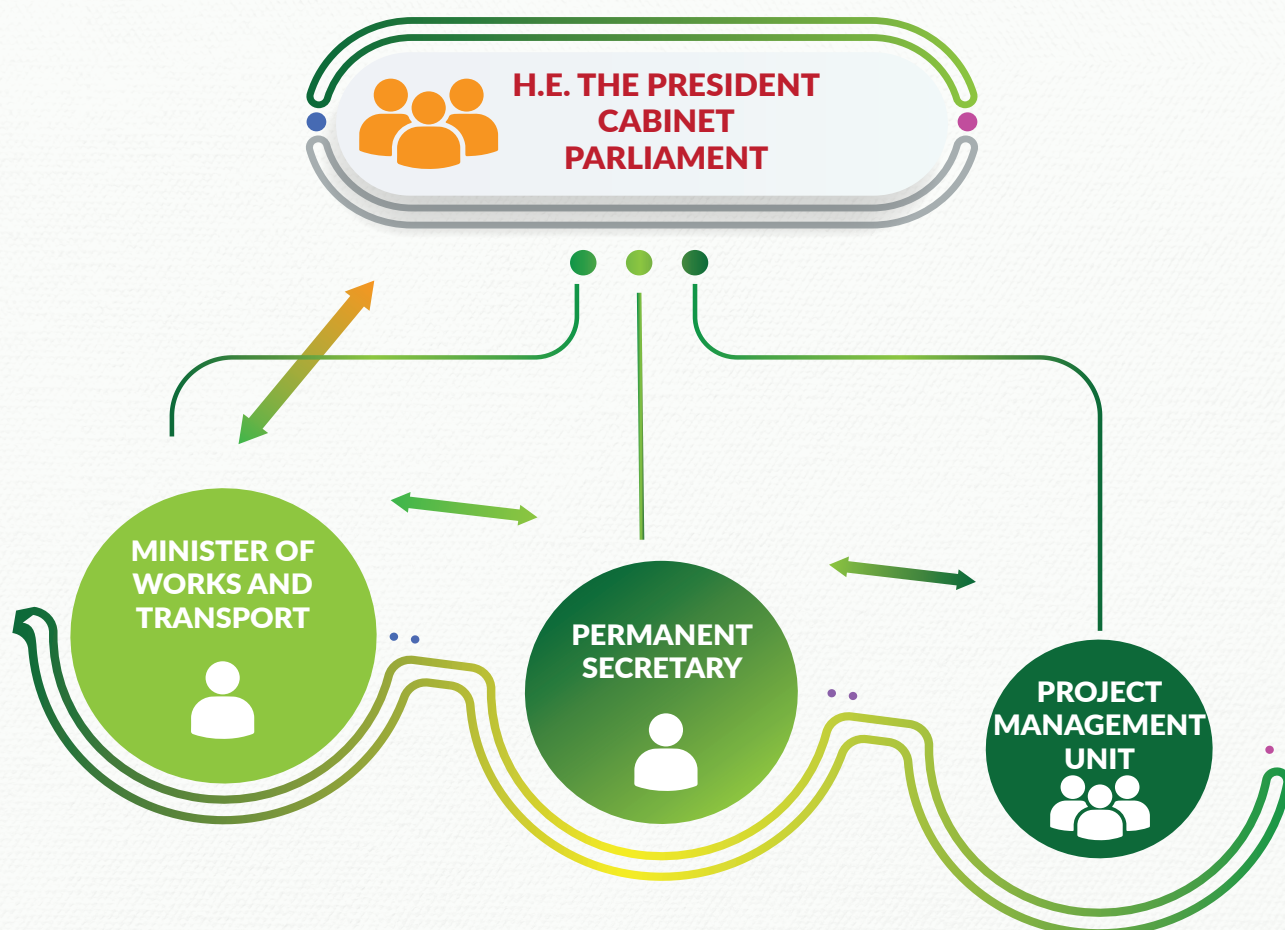
The Joint Technical Committee (JTC) is composed of at least three Representatives from each Partner State. Subject to the directives of the JMC, the JTC is the technical arm of the Commission and is responsible for the preparation of the SGR project implementation programme. It prepares plans, proposals, work plans, budgets, progress reports, etc.



### 5.1.2. Project Implementation at the National Level

Due to the complexity, magnitude and necessity of fast tracking the implementation of the project in line with NCIP timelines, it was agreed that a special project be formed, (Cabinet Minute 107 (CT 2015)) to develop an integrated and efficient railway transport system that will be modern, high capacity, reliable, safe and affordable for both freight and passengers within Uganda. The PMU was set up to operate in a business-like manner that would ensure more efficiency and utmost productivity in project implementation. In Uganda, the SGR Project implementation framework comprises of the following key organs.

**Figure 5: SGR Management Structure and Institutional Framework**



#### (a) The Minister of Works and Transport

The Minister of Works and Transport is responsible for approving the Strategic Plan as well as providing overall policy and strategic oversight for effective project implementation.

#### (b) Permanent Secretary – Ministry of Works and Transport

The Permanent Secretary is the overall Accountable Officer for the Project. He oversees implementation of the Project through the strategic plan and also supervises the Project Coordinator.



### (c) The Project Management Unit (PMU)

The SGR PMU is headed by the Project Coordinator who is appointed by the Minister of Works and Transport. The PC is responsible for the day-to-day implementation of the project. The PMU is guided by the SGR Project Strategic Plan, policy guidance from the Minister and operation guidelines from the Permanent Secretary. The PMU also coordinates the project at regional and national levels. The project entails a lean structure comprising two Deputy Project Coordinators, Managers, Heads of Department, Senior Officers, Officers, Office Assistants and drivers.

#### Roles of the PMU

- 1) The SGR PMU is charged with development of the SGR in Uganda. The PMU shall discharge this mandate through day-to-day planning and programming of project activities, hiring, managing and supervising the contractor and consultants, acquiring the Right of Way (ROW), coordinating project development within Uganda and at regional level, among other activities. The PMU will work hand in hand with the relevant stakeholders, such as the private sector, and public sector entities like; NEMA, UNBS, URA, LGs and others to implement the Project. It will establish robust quality assurance and risk assessment mechanisms to ensure quality.
- 2) The PMU utilizes the private sector, especially the contractor and consultants to deliver the Project.
- 3) Review of the current implementation of mega infrastructure projects in the country has revealed that there are some weaknesses in project management. As such, the SGR PMU acknowledges the challenges and shall thus periodically review the structure to address the changing project environment: notably the supply and production chains of project inputs (i.e.; materials) which are not effectively regulated. It is important to note that, to obtain satisfactory results, some materials tests require a longer period and, as such, mechanisms need to be put in place to ensure that the structure can address these needs.
- 4) Another key area that will be given due attention is grooming leaders and training managers to ensure a smooth succession planning. This is important given the fact that the planned SGR network of over 2700km and the LRT Master Plan of about 240km cannot be delivered in a short to medium term timeframe.

### 5.2. Roles and Responsibilities of SGR Internal Stakeholders

The SGR PMU takes the leadership role of coordinating this strategic plan. The different roles of the PMU are as summarized Table 15 below.

**Table 15: Roles and Responsibilities of Internal Stakeholders.**

Responsible Person	Roles and Responsibilities
Political Leadership	<ul style="list-style-type: none"> <li>• Provide strategic direction and supervision of the SGR plan.</li> <li>• Provide oversight for the operation of the plan.</li> <li>• Coordinate resource mobilisation for implementation of the Plan.</li> </ul>
Permanent Secretary	<ul style="list-style-type: none"> <li>• Oversee the technical implementation of the SGR Plan</li> <li>• Ensure full utilisation of SGR funds</li> <li>• Provide general direction and supervision of the plan.</li> </ul>



Responsible Person	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>• Provide oversight for the operation of the plan.</li> <li>• Lobby for required financial resources</li> <li>• Formulate and review the policies and oversee their implementations</li> <li>• Scrutinize and approve the Strategic Plan, Work plans, Budgets, and performance reports</li> <li>• Appraise and evaluate the performance of management of SGR</li> <li>• Monitor and evaluate the implementation of SGR Plans</li> <li>• Ensure M&amp;E recommended actions are implemented</li> <li>• Recruit Staff to support the implementation of the Authority Plans, work plans and Budgets</li> </ul>
<b>Senior Management</b>	<ul style="list-style-type: none"> <li>• Provide technical guidance</li> <li>• Implement policies and programmes of the plan</li> <li>• Responsible for management of the plan</li> <li>• Provide accountability</li> <li>• Review and make recommendations</li> <li>• Commission Evaluations</li> </ul>
<b>Departments</b>	<ul style="list-style-type: none"> <li>• Ensure full implementation of the approved interventions with in their mandates</li> <li>• Ensure proper utilisation of the resources</li> <li>• Develop proposals for actualisation of the strategies and interventions in the Plan</li> </ul>
<b>Planning Unit</b>	<ul style="list-style-type: none"> <li>• Coordinate the Implementation of the Plan</li> <li>• Monitor the progress in implementation of the Plan</li> <li>• Review and compile annual implementation reports on the progress of the Plan</li> <li>• Make the necessary recommendations to Senior management</li> <li>• Monitor and evaluate the progress of the plan</li> </ul>
<b>Finance committee</b>	<ul style="list-style-type: none"> <li>• Coordinate resource mobilisation for implementation of the Plan</li> <li>• Ensure accountability of Funds</li> <li>• Approve funds required in the implementation of the activities/ programmes</li> </ul>

### 5.3.Roles and Responsibilities of External Stakeholders

The SGR Leadership and technical staff will actively coordinate and collaborate with other relevant stakeholders for the achievement of their strategic plan. These stakeholders include: Ministry, Departments, and Agencies (MDAs); Local Governments (LGs), Development Partners, researchers, academia, and the media, among others. Table 16 below presents the various stakeholders and their roles in the implementation of the Plan.



**Table 16: Roles, Impact and Influence of SGR External Stakeholders**

Stakeholder name	Impact	Influence	What is important to the stakeholder	How could the stakeholder contribute the project	How can the stakeholder delay the project	Strategy of engaging the stakeholders
<b>H.E. The President</b>	High	High	Timely delivery of the project	Policy and Strategic direction	Political and financial support	Seeking policy and strategic direction and regular reporting.
<b>Cabinet</b>	High	High	Timely delivery of the project	Policy and Strategic direction	Political and financial support	Submitting timely Cabinet Information Paper and Memoranda
<b>Parliament</b>	High	High	Timely and prudent delivery of the project	Strategic direction, supervision, monitoring and evaluation	Financial and budget approval	Seeking for strategic direction and continuous reporting
<b>PIRT and National Development Forum</b>	High	High	Timely and prudent delivery of the project	Promoting the project among other stakeholders	Support and prioritising project	Continuous information sharing
<b>Office of the Prime Minister</b>	High	High	Delivery of the project	Monitoring the performance and providing feed back	Political and financial support	Constantly reporting
<b>Ministry of Finance, Planning and Economic Development (MoFPED)</b>	High	High	Value for money	Sourcing financing on time and timely release of finances	Failure to provide timely financing	Constantly engage the stakeholder on performance of the project
<b>Ministry of Foreign Affairs (MoFA)</b>	Medium	Medium	Collaboration with NCIP partners	Ensuring cordial multilateral relationships	Failure to coordinate NCIP and financier	Constantly engaging and providing reports.
<b>The Media</b>	Medium	Medium	Prudent implementation of the project	Balanced media coverage	Unbalanced media coverage	Routine information sharing
<b>Civil Societies</b>	Medium	Medium	Mainstreaming social issues in project implementation	Balanced information dissemination	Unbalanced information dissemination	Timely information
<b>Northern Corridor Integrated Project (NCIP)</b>	High	Medium	Connectivity of the railway system	Ensuring that all countries develop their parts	Lack of cooperation among member states	Regular meetings and reports



Stakeholder name	Impact	Influence	What is important to the stakeholder	How could the stakeholder contribute the project	How can the stakeholder delay the project	Strategy of engaging the stakeholders
<b>Financiers</b>	High	High	Quality and timely delivery	Availing adequate finances timely	Delay of availing financing	Compliance with the conditions
<b>Ministry of Energy and Mineral Development (MEMD)</b>	High	Medium	Plan and the design system together	Provision of adequate electricity and extension to substation	Unsynchroniz ed delivery of electricity infrastructure	Early planning and coordination
<b>Ministry of Defence and Veteran Affairs (MoDVA) and UPDF</b>	High	Medium	Participate in construction	provide security, labour and sub-contracting services	Inadequate capacity	Plan together
<b>Ministry of Justice and Constitutional Affairs (MoJCA)</b>	Medium	Medium	Avoid legal suits	Legal advice	Delayed legal advice	Regular reports
<b>MoGLSD</b>	Medium	Medium	Adherence to labour laws	Regulation and advise	Delay in advising	Regular reports
<b>MoES</b>	Medium	Medium	Capacity Building	Participating in Capacity building	Inadequate participation	Participatory planning and implementation
<b>MoICT</b>	Medium	Medium	ICT provision	Guidance and Regulation	Inadequate participation	Participatory planning and implementation
<b>NFA</b>	Medium	Medium	Environmental compliance – forests	Provide ROW and monitor EIA implementation	Delayed approval of Project EIA	Regular updates and engagements
<b>NEMA</b>	Medium	Medium	Environmental compliance	Provide ROW and monitor EIA implementation	Delayed approval of Project EIA	Regular updates and engagements
<b>URA</b>	Medium	Medium	Tax compliance	Monitor tax compliance issues	Delays in providing tax clearance.	Regular updates and engagements
<b>KCCA</b>	Medium	Medium	Planning permits	Monitor compliance with planning permits	Delays in approving permits.	Regular updates and engagements



Stakeholder name	Impact	Influence	What is important to the stakeholder	How could the stakeholder contribute the project	How can the stakeholder delay the project	Strategy of engaging the stakeholders
URC	Medium	Medium	Harmonization	Adequate coordination	Inadequate harmonization	Regular engagements
UNBS	Medium	Medium	Monitoring quality and standards	Monitor and test the quality of materials and compliance to standards	Delays in issuing compliance corticates.	Regular updates and engagements
UNRA	Medium	Medium	Road pavement and traffic challenges minimized	Planning together and harmonizing infrastructure plans in time	Delayed approvals of diversions, harmonized plans etc	Regular updates and engagements
UIA	Medium	Low	Development of viable Industrial Parks	Planning together and harmonizing plans in time	Delayed approvals of diversions, harmonized plans etc	Regular updates and engagements
MoLHUD	Medium	Low	Compliance with land laws	Contribute personnel and ensure timely approval of reports	Delay of approval of reports, land title searches	Regular updates and engagements
Project Affected Persons	Medium	Low	Pay promptly, and fairly	Cooperation in land acquisition and construction	Rejection of Compensation rates	Regular engagements
Local Government	Medium	Low	Follow the law	Sensitization and mobilization	Inadequate sensitization and mobilization	Timely information sharing and planning
Private Sector	Medium	Medium	Participation in delivery	Providing labour, supplies and subcontracting services	Unsatisfactory services	Timely planning, information sharing and monitoring and inspection.
Professional bodies.	Low	Low	Use of local professionals and capacity building	Timely certification of professionals	Delay of approvals	Timely information sharing

#### 5.4.Relationship of Structure with other Agencies

The SGR project will involve and leverage on the identified stakeholders to ensure that they play their statutory and institutional roles benefitting SGR.



**Figure 6: Stakeholder Relationships**

## 5.5. Sustainability Arrangements

SGR Governance is critical for the attainment and sustainability of the SGR goals and objectives. Thus, this strategic plan will aim at improvement in the governance structures and quality of governance of SGR. The SGR sustainability arrangements are classified into financial and institutional sustainability. These are as discussed here below.

### 5.5.1 Financial Sustainability Arrangements

Effective management of resources is of critical importance in SGR's sustainability. Consequently, SGR has projected the requisite resources for the successful implementation of the important SGR activities during this plan period. These funds will be allocated in the best important way while ensuring allocative and operational efficiency. Additionally, proper accountability of SGR funds will be undertaken. Ultimately, all SGR activities are in essence aligned to both the National Development Goals and the Sustainable Development Goals.

### 5.5.2 Institutional Sustainability Arrangements

The SGR Plan aims towards the enhancement of operational efficiency of SGR in the execution of its mandate. The SGR structures are the main institutional drivers for the attainment of this Plan. SGR will therefore aim towards attaining full operational efficiency, clarity of roles and transparency. This will entail improving role clarity, transparency and result management, among others.

Continuous Research and Development and Project Development will be undertaken to adopt and adapt to the ever-changing trends in technology, especially regarding transport and railway systems in particular. Such Research and academic collaborations will be pivotal in the achievement of this SGR institutional sustainability.



## 5.6.Partnership and Collaborations

The strategic plan has provided for strengthening collaboration and partnerships between SGR and its stakeholders and partners; locally, regionally and internationally. In particular, the Plan provides for strong collaborations and partnerships with all stakeholders, including Development Partners, CSOs, Private Sector, Academia and Citizens, among others.

## 5.7.Human Resource Capacity and Planning

SGR aims at executing its mandate with the best possible human resource. SGR will therefore create the best possible working conditions to see to it that its staff deliver to the best possible levels. SGR will ensure a conducive working environment so as to harness staff creativity and motivation.

Over time, the PMU human resource has increased. The SGR PMU structure, establishment and staffing levels were approved by the Ministry of Public Service on the 15<sup>th</sup> October 2015 (ARC 135/306/02) with 197 staff and a wage component of UGX 16.09bn, by then. Thereafter, the PMU recruited staff from within Government and from the open market. At its peak in 2017/2018, the PMU had 100 staff. By the end of FY 2020/21, SGR PMU had 76 staff. The table below shows the PMU staff over the years.

**Table 17: Status of Staff since Project Commencement**

Financial Year	Total Staff (average)	% Filled	% Vacant	Total Staff Exit	% Of exits to Total Staff
FY 2016/ 2017	86	43.7%	56.4%	6	7.0%
FY 2017/ 2018	100	50.8%	49.2%	6	6.0%
FY 2018/ 2019	92	46.9%	53.1%	19	20.6%
FY 2019/ 2020	79	40.1%	59.9%	8	10.1%
FY 2020/ 2021	76	38.6%	61.4%	3	3.9%
FY 2021/2022	73	37.1%	62.9%	2	2.7%
FY 2022/2023	74	37.6%	62.4%	2	2.7%

*Source: SGR Institutional Documents*

The SGR tool emphasizes aspects of; staff capacity building, training, retooling and motivation. A detailed institutional capacity building and training plan will be developed and implemented.



## 6. COMMUNICATION AND FEEDBACK STRATEGY

### 6.1 Overview

The communication and feedback strategy presents the roadmap that the Project shall use to communicate and engage the different stakeholders internally, externally and regionally. This strategy is also aimed at promoting transparency and accountability as well as generating national and international support for the project.

The communication and engagement approach shall create an effective communication that facilitates harmonized and regular information flow within the project and its stakeholders. The project will implement initiatives that will create awareness, familiarity, favorability, trust and endorsement of the Project and its activities. Broadly, the key objectives are to;

- a) Create awareness about the Strategic Plan amongst the public and stakeholders;
- b) Establish a clear and effective communication mechanism between the project and its stakeholders;
- c) Identify and map out key stakeholders and their roles in implementation of the Strategy;
- d) Strengthen information management and dissemination;
- e) Improve the Internal communication mechanisms
- f) Showcase Uganda's milestones and progress regionally, thereby the Government's commitment to development.
- g) Develop and Promote Project corporate identity.

### 6.2 Communication Methodology

#### 6.2.1 Main Communication Agenda 2021-2025

The main focus of land acquisition during this phase will be coined into the ***Beyond the Bridge*** Phrase along the Jinja to Kampala belt. This will be our overriding message in the new strategic phase. This is especially as the project moves to pay up unpaid areas from Tororo. Additionally, support to ground breaking and commencement of construction; and post-construction communication management will be undertaken.



## 6.2.2 Communication and Feedback Methods

**Table 18: Communication and Feedback Methods**

S/No.	Method	Communication Channel
1.	Launch of the Strategic Plan	Workshop/meetings for key stakeholders
2.	Branding	Use of banners, new taglines, corporate wear, flyers, brochures
3.	Media access	Radio, TV, Online communication
4.	Public engagements	Specific transport meetings, Programme Working Groups (PWGs)
5.	Organization of special expert presentations	General or breakfast meetings, steering committee meetings, Annual General Meetings
6.	Generation and dissemination of information, Education and communication materials about the Plan	Brochures; Flyers; Banners; Production of copies of the Strategic Plan; Performance Reports; Joint Reviews; and Client service Charter, among others.
7.	Generation of key messaging	Social media platforms, institutional emails, ministry websites, establishment of a call center

## 6.3 Citizens and Stakeholders Analysis

The SGR Project is one of the largest projects being implemented by the Government and this brings a lot of attention and expectations by the public. The project is expected to address long outstanding transportation concerns. In developing this Strategy, the SGR PMU was mindful of the strategic objectives of the country and expectations from the public on the areas of priority. The public expects to have a new modern railway system that is safe, reliable, cheap, efficient and effective. They expect the railway to be built to international standard, on time and should not be marred in any sort of scandal.

## 6.4. Key Success Factors for the Effective Implementation of the Communication Strategy

A number of success factors underpin the effective implementation of the communication strategic. These are as highlighted below.

- (i) Leadership and Political Commitment for the SGR
- (ii) Strong Institutional Capacity to support this Communication Strategy
- (iii) Ownership, Accountability, Coordination and Collaboration among all stakeholders
- (iv) Strong Monitoring and Reporting Arrangements in place
- (v) Capacity Building Initiatives across all stakeholders
- (vi) Sustainable Change Management.



## 7.0 RISK ASSESSMENT AND MANAGEMENT

### 7.1 Introduction

Effective Enterprise-Wide Risk Management is vital in the creation and preservation of organizations' value. Risks are inherent to the SGR project arising from the emerging technological development and increasing uncertainty in the Business, Social, Political, and economic environment. The Management of risk requires a framework necessary to preserve the created value because the identification, assessment and treatment of risk are central to the realisation of the objectives. The Risk Management Process is as shown below.

**Figure 7: Risk Management Process**



The SGR Strategic Plan will adopt a risk management approach that is in line with the GOU Risk Management Strategy 2018. The main objective of the GOU Risk Management Strategy is to facilitate the integration of risk management into National Development Planning, Strategy formulation, annual planning and in all systems and processes.

- 1) The SGR PMU will continuously undertake detailed risk analysis to enable proper identification of risks and sound risk management. The project will continue to ensure that risks are allocated to the parties that are the best “risk owners” –those that have a superior capability to absorb these risks. The PMU will apply state-of-the-art risk and project management tools and techniques and will apply both public and private sector processes<sup>1</sup> to deliver the project.

<sup>1</sup> Very sophisticated, and geared toward ensuring transparency itself and also catering for the reality so as to ensure effectiveness, efficiency of the process itself, and operational and execution risk-management objectives.



- 2) The project will deploy RAMP (Risk Analysis and Management for Projects) which is a well-established framework for analysing and managing the risks involved in projects.
- 3) The PMU will achieve this through:
  - i). A Comprehensive Conceptual Framework that introduces risk management across the value chain and highlights the most critical issues and design choices to be made;
  - ii). A strong set of practical approaches and tools that help governments and companies make these design choices and manage risks more proactively and thus more effectively;
  - iii). An implementation framework that effectively introduces and ensures the application and execution of discipline in day-to-day business, starting in the beginning of the design phase all the way through the life cycle of a project; and
  - iv). A Special Risk Management Unit will be established

## 7.2 SGRs' Risk Profile

Risks are occurrences that may affect the successful implementation of the Strategic Plan. These risks are external, strategic and operational. Successful implementation of the Strategic Plan requires identification, mitigation and monitoring of these risks. Table 20 provides an outline of the risks.

- a) **External Risks:** These are risks that majorly lie outside the control of the SGR Project. It, therefore, means that the project cannot typically reduce or avoid this category of risks through the approaches or strategies used for managing operational or strategic risks. However, the project will continue identify them, assess their potential impact and engage Government on how best to mitigate their effects should they occur. These include:
  - i. **Pandemics and Epidemics:** Pandemics and any related viral disasters cause reactionary measures from Government that affect mobilization of resources (labor, finances) for timely implementation of projects.
  - ii. **Natural disasters like landslides/mudslides, floods and changes in water level:** they destroy transport infrastructure. Despite having most of these risks being predicted, their impact and timing are usually not. Thus, the effect of natural disasters is usually drastic and immediate.
  - iii. **Timelines on Regional Connectivity Projects:** Untimely commitment from Partner States may lead to delays in implementation of projects. E.g., delayed commitment from Kenya and DRC have led to delays in implementation of the Standard Gauge Railway and Regional connectivity roads respectively.
  - iv. **Foreign Exchange Risks:** Exchange rate fluctuations affect the financing of the SGR operations and projects.
  - v. **Political Instability:** This also negatively affects the progress of the SGR Project, whose operations require a stable political environment to succeed.
- b) **Strategic Risks:** These are risks emanating from fundamental decisions taken by management in respect of the objectives of the organization. These include the following:



- i. **Resource Mobilization Risks:** This is due to competing national priorities and changes in the global development financing environment. This may affect the financing and implementation of the SGR Plan and activities.
  - ii. **Technological Changes:** This is due to advancement in technology brought about by research and innovation.
  - iii. **Stakeholder Pressure** leading to financing of un-planned activities resulting from pledges by political leaders. This leads to failure to implement the Plan and achieve the planned targets.
- c) **Operational Risks:** These are risks that may occur during execution of the day-to-day activities. They include:
- i. **Procurement Risks:** the current procurement structure has limitations in regard to quick sourcing of service providers. There are also delays caused by whistleblowers, administrative reviews and political interference thus increasing the cost of doing business. This leads to delayed service delivery and further deterioration of the transport network.
  - ii. **Health and Safety Risks** at construction sites resulting from failure to implement the project operational, health and safety guidelines. Other risks include environmental, dependency, regulatory communication, delays and start-up problems among others
  - iv. **Rationalization of Government:** Rationalization of Government Agencies may negatively affect timely project implementation.

### SGR's Risk Analysis

SGR's risk analysis is as articulated in the table below.



Table 19: SGRs' Risk Analysis Matrix

Risk No.	Risk category	Risk	Key Risk Indicator (s)	Assessment			Risk response/ Mitigation
				Likelihood	Impact	Risk rating	
1	External	Pandemics and Epidemics	<ul style="list-style-type: none"> <li>Outbreaks (No.)</li> </ul>	Medium	High	High	<ul style="list-style-type: none"> <li>Implement emergency plans</li> <li>Automate systems</li> <li>Follow the established Guidelines by SGR and by Government</li> </ul>
		Natural Disasters like Landslides/ Mudslides, Floods and Changes in the water level	<ul style="list-style-type: none"> <li>Occurrences (No.)</li> </ul>	Low	High	Medium	<ul style="list-style-type: none"> <li>Public Sensitization on sustainable use of the environment</li> <li>Implement Emergency Plans</li> </ul>
		Timelines of Regional Connectivity Projects	<ul style="list-style-type: none"> <li></li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>Fast-track commitment from regional neighbours like Kenya and DRC for the regional infrastructural projects</li> </ul>
		Foreign exchange fluctuations and related risks	<ul style="list-style-type: none"> <li>Price trend (USD)</li> </ul>	High	High	High	<ul style="list-style-type: none"> <li>Undertake stable macroeconomic policies by the Bank of Uganda and other Government macroeconomic Management Bodies</li> <li>Timely undertaking of planned SGR Projects</li> </ul>
2	Strategic	Political instability.	<ul style="list-style-type: none"> <li>Domestic and Regional Political instability (No.)</li> </ul>	Medium	High	High	<ul style="list-style-type: none"> <li>Ensuring of stable defence and security by Government</li> <li>Carrying out of peace campaigns both domestically and regionally</li> <li>Institute Intelligence Systems such that such fragilities are curbed before happening.</li> </ul>
		Resource Mobilisation risks	<ul style="list-style-type: none"> <li></li> </ul>	Medium	High	High	<ul style="list-style-type: none"> <li>Consider alternative sources of funding</li> <li>Ringfence SGR resources</li> <li>Coordinate with respective PWGs, MoWT, NPA, MoFPED and all other stakeholders</li> </ul>



Risk No.	Risk category	Risk	Key Risk Indicator (s)	Assessment			Risk response/ Mitigation
				Likelihood	Impact	Risk rating	
3	Operational						<ul style="list-style-type: none"> <li>Regular briefings and updates to H.E. The President</li> </ul>
		Technological Changes	<ul style="list-style-type: none"> <li></li> </ul>	Low	Medium	Medium	<ul style="list-style-type: none"> <li>Adapt to the changing technological trends</li> <li>Undertake research and Development</li> <li>Train staff in the requisite technology advancements</li> <li>Forge fruitful collaborations and Partnerships</li> </ul>
		Stakeholder Pressure		Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Stick to the SGR Strategic Plan</li> <li>Engage with and sensitize the various stakeholders according to the Communication and Stakeholder Engagement Plan.</li> </ul>
		Procurement-related Risks		Medium	High	High	<ul style="list-style-type: none"> <li>Follow the procurement Guidelines as stipulated by Government and the other critical SGR stakeholders</li> <li>Train critical SGR staff in good procurement processes</li> <li>Undertake sustainable procurement practices</li> </ul>
		Health and Safety Risks		Low	Low	Low	<ul style="list-style-type: none"> <li>Incorporate Occupational, Safety and Health in SGR operations</li> <li>Budget for Health and Safety</li> <li>Institute Health and Safety Committee and Structures in SGR practices</li> <li>Undertake sensitization and capacity building of stakeholders on aspects of health and safety</li> </ul>
		Proposed Government rationalisation exercise		Low	High	Medium	<ul style="list-style-type: none"> <li>Lobbying and engagement of Executive, Parliament, and MoWT</li> <li>Increased visibility</li> <li>Planning and Integration of SGR into Government Programmes in budgets and work plans</li> </ul>



## 8.0 MONITORING AND EVALUATION FRAMEWORK

### 8.1 Introduction

This Chapter presents the Monitoring and Evaluation (M&E) Strategy for the SGR Plan. It highlights mechanisms for tracking and reporting progress of implementation of the SGR Strategic Plan. The measurement and progress reporting is articulated. The detailed results matrix for the outcomes and outputs are presented in Annex 1.

The success of all plans largely depends on monitoring implementation and evaluating effectiveness. Being mega projects that are very costly, are national priorities which promise major economic benefits to Ugandans, it is important that the main SGR, GKMA LRT and these other projects in this strategic plan are efficiently executed so that the expected outputs and outcomes are achieved. For this to be achieved, a monitoring and evaluation framework for the project has been prepared. Monitoring is also mandatory due to the exigencies of financial control of public expenditure. Evaluation is the last part of the management cycle – or it can be said it is the first part of the next cycle. Monitoring helps to take timely corrective measures where needed and that without evaluation there is no cycle from which to learn and improve.

Monitoring is the systematic and continuous tracking of the progress towards the stated objectives; and Evaluation is the periodic and objective assessment of the performance of the program. Monitoring and Evaluation (M&E) will be an integral part of the implementation of the Strategic Plan and the results will inform decision making and planning. All departments, in one way or another will be responsible for monitoring and evaluation but the overall lead will be provided by the Planning Department. The Planning Department will customize the Project M&E Framework using the SMART Objectives, Outputs and Outcomes. **See Annex 1.**

### 8.2 Objectives of the M&E Framework

This Monitoring and Evaluation Plan is intended to fulfil the following objectives:

- a) To track the progress in implementation of the Strategic Plan in order to identify and promptly report observed or likely deviations (providing early warnings);
- b) To account to the stakeholders through regular reporting and reviews; and
- c) To foster learning through participatory evaluations and documenting lessons learnt during the implementation of the Strategic Plan.

This will ensure full effectiveness of M&E as it will be closely linked to activities at every stage of the implementation. The socio-economic baseline and impact studies will need to be simple but sufficiently focused to provide results that add value to the implementation of the Strategy.

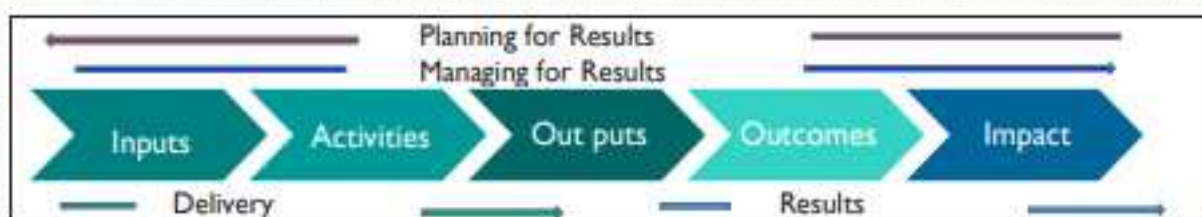
At each level of the Strategy, indicators have been developed. Monitoring and evaluation of the Strategy will be based on these indicators. The table below shows the type of indicators and the monitoring and evaluation mechanisms.



### 8.3. Project Performance Reporting

Management shall prepare quarterly, semi-annual and comprehensive annual reports, giving information to the internal and external stakeholders about the project's activities and overall performance. Reports, capturing the relevant information as provided by GOU results framework (OPM and MoFPED) shall be produced. Other Reports will be produced as per the needs of audiences for which they are being prepared for. The monitoring and evaluation framework will be based on the result value chain meaning the framework will monitor inputs, activities, outputs and outcomes and impact under each perspective that collectively deliver the intended strategic objectives as provided in the figure 8 below.

**Figure 8: Monitoring and Evaluation Result Value Chain**



In terms of reporting, Quarterly and Annual progress reporting will be undertaken under the coordination of the Policy and Planning Department. In essence, all Heads of Departments (HODs) will produce Quarterly Progress Reports for submission to the SGR PMU Policy and Planning Department. Thereafter, the Policy and Planning Department will consolidate, undertake further analysis and undertake quality checks & control. The different forms of reporting are as detailed below.

#### a) Progress Performance Annual Review

Annual performance reviews will be undertaken, and Reports produced to inform the Plan implementation. The reports will inform the Integrated Transport Programme Reports.

#### b) Midterm Review

A Midterm review (MTR) of this SGR Strategic Plan will be conducted two and a half years into its implementation. The MTR will establish the extent of performance of the SGR Strategic Plan in attaining the set goals and targets. The MTR will, among others, identify lessons learnt; the requisite institutional reforms; challenges encountered; and requisite recommendations for addressing these challenges and emerging issues.

#### c) Terminal Evaluation

A terminal evaluation of the SGR strategic plan will be undertaken at the end of the Plan implementation. This will focus on achievements, successes and failures, challenges and lessons learnt that will inform the next planning period.

### 8.4. Capacity for M&E

During the implementation of the SGR Strategic Plan, capacity building will be undertaken for some key Monitoring & Evaluation (M&E) staff. This is to ensure provision of sustained technical support for M&E.



### 8.5. Results Framework

The Results framework will be used to measure and assess progress during implementation of SGR's Strategic Plan. The Results Framework articulates SGR's Strategic Plan's Goal, Objectives and Interventions. The results are analysed along the theory of change from outcome up to output level. The detailed results framework is as articulated in the Annex 1, that is *Table 20 and Table 21*, respectively.



## 9.0 PROJECT PROFILES

This Chapter summarises the profiles of the projects SGR is intending to implement during the NDPIII period. These include the: Eastern route; Northern route, Western route and GKMA LRT (Phase I).

### 1. Standard Gauge Railway Project Eastern Route (Malaba-Kampala) project profile.

PROJECT SUMMARY	
Project Title	Standard Gauge Railway Project (Malaba-Kampala Route)
Vote	Ministry of Works and Transport (MoWT)
Vote Function	
Vote Function Code	016
Implementing Agency	MoWT (SGR)
NDP PIP Code	
MFPED PIP Code	1097
NDPIII Programme	Integrated Transport Infrastructure and Services Programme
Location	Eastern Uganda
Estimated Project Cost	UGX 12,531.86Bn
Project Duration/Life span (Financial Years)	FY 20/21
	FY 25/26
Officer Responsible	Officer Title: Project Coordinator Officer Name: Eng. Perez Wamburu Officer Phone: 0312-255-802 Officer Email: perez.wamburu@sgr.go.ug
PROJECT INTRODUCTION	
Background	<p>The SGR is a regional project being implemented under the auspice of the NCIP. The SGR network will stretch from Mombasa through Nairobi to Kampala, Kigali, Juba with branch lines into DR. Congo at Mpondwe and Vurra border posts.</p> <p>SGR is being developed to tackle the inherent constraints of the MGR which has led to the increase use of road transport for long distance haulage of cargo at a higher cost. Rail transport accounts for only about 2% of total freight destined for Uganda from the port of Mombasa over the past 10 years and yet projections of cargo indicate a growth to about 40.5Mn tones by 2040.</p> <p>Railway transport is a prerequisite for fast economic transformation due to its ability to drastically reduce the cost of doing business, improve productivity and attract major FDI especially of large manufacturers in global value chains, the lack of which has partly limited Uganda's export capacity.</p>
Relevance of the project idea	<p>The Uganda Vision 2040 emphasizes the need to transform the country to a competitive middle-income country. This will be achieved by an increase in the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 48.9 to 55.</p> <p>The Uganda Vision 2040 and the NDP III indicate railway as one of the key projects to spur productivity and economic growth. Both planning documents emphasize the need for lowering the cost of transportation by shifting freight from road to rail. The SGR project will go a long way in enhancing Uganda's productivity and competitiveness by not only lowering the cost of doing business but also improving production efficiency and effectiveness and opening up new production areas.</p>



PROJECT SUMMARY	
Project Goal/ Outcomes	<b>Objectives</b> To build an effective, efficient and safe Malaba – Kampala SGR System.
	<b>Outputs</b> <ul style="list-style-type: none"> <li>ROW acquired.</li> <li>Eastern route developed.</li> <li>Supervision Consultancy undertaken.</li> <li>Project Management undertaken.</li> </ul>
STRATEGIC OPTIONS	
Coordination with government agencies	<b>Name</b>
	MoWT, MoFA, MoFPED, MoEMD, MoLHUD, UNBS, UIA, KCCA, UNRA, NPA, and LG's

2. Standard Gauge Railway Project - Northern Route 762KM running from Tororo-Gulu-Nimule with a branch from Gulu-Pakwach-Vurra. The Northern route connects to DRC and South Sudan.

PROJECT SUMMARY	
Project Title	Standard Gauge Railway Project – Northern line (Tororo-Gulu-Nimule, Gulu-Pakwach-Vurra)
Vote	Ministry of Works and Transport (MoWT)
Vote Function	
Vote Function Code	016
Implementing Agency	MoWT (SGR)
NDP PIP Code	
MFPEP PIP Code	1097
NDPIII Programme	Integrated Transport Infrastructure and Services Programme
Location	Northern Uganda
Estimated Project Cost	USD 5.96bn
Project Duration/Life span (Financial Years)	FY 24/25
	FY 29/30
Officer Responsible	Officer Title: Project Coordinator Officer Name: Eng. Perez Wamburu Officer Phone: 0312-255-802 Officer Email: perez.wamburu@sgr.go.ug
PROJECT INTRODUCTION	
Background	<p>The SGR is a regional project being implemented under the auspice of the NCIP. The SGR network will stretch from Mombasa through Nairobi to Kampala, Kigali, Juba with branch lines into DR. Congo at Mpondwe and Vurra border posts.</p> <p>SGR is being developed to tackle the inherent constraints of the MGR which has led to the increase use of road transport for long distance haulage of cargo at a higher cost. Rail transport accounts for only about 2% of total freight destined for Uganda from the port of Mombasa over the past 10 years and yet projections of cargo indicate a growth to about 40.5Mn tones by 2040.</p> <p>Railway transport is a prerequisite for fast economic transformation due to its ability to drastically reduce the cost of doing business, improve productivity and attract major FDI especially of large manufacturers in global value chains, the lack of which has partly limited Uganda's export capacity.</p>



PROJECT SUMMARY	
Relevance of the project idea	<p>The Uganda Vision 2040 emphasizes the need to transform the country to a competitive middle-income country. This will be achieved by an increase in the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 48.9 to 55.</p> <p>The Uganda Vision 2040 and the NDP III indicate railway as one of the key projects to spur productivity and economic growth. Both planning documents emphasize the need for lowering the cost of transportation by shifting freight from road to rail. The SGR project will go a long way in enhancing Uganda's productivity and competitiveness by not only lowering the cost of doing business but also improving production efficiency and effectiveness and opening up new production areas.</p>
Project Goal/ Outcomes	<b>Objectives</b> To build an effective, efficient and safe Tororo-Gulu-Nimule, Gulu-Pakwach-Vurra SGR System.
	<b>Outputs</b> <ul style="list-style-type: none"> <li>ROW acquired.</li> <li>Northern route developed.</li> <li>Supervision Consultancy undertaken.</li> <li>Project Management undertaken.</li> </ul>
STRATEGIC OPTIONS	
Coordination with government agencies	<b>Name</b>
	MoWT, MoFA, MoFPED, MoEMD, MoLHUD, UNBS, UIA, KCCA, UNRA, NPA, and LG's

3. Standard Gauge Railway Project Western Route – 663KM running from Kampala-Bihanga-Kasese-Mpondwe and Bihanga-Mirama Hills. The western route connects to DRC and Rwanda.

PROJECT SUMMARY	
Project Title	Standard Gauge Railway Project – Western line (Kampala-Bihanga-Kasese-Mpondwe, Bihanga-Mirama Hills and Muko)
Vote	Ministry of Works and Transport (MoWT)
Vote Function	
Vote Function Code	016
Implementing Agency	MoWT (SGR)
NDP PIP Code	
MFPED PIP Code	1097
NDPIII Programme	Integrated Transport Infrastructure and Services Programme
Location	Western Uganda
Estimated Project Cost	USD 6.09bn
Project Duration/Life span (Financial Years)	FY 24/25
	FY 30/31
Officer Responsible	Officer Title: Project Coordinator Officer Name: Eng. Perez Wamburu Officer Phone: 0312-255-802 Officer Email: perez.wamburu@sgr.go.ug
PROJECT INTRODUCTION	
Background	The SGR is a regional project being implemented under the auspice of the NCIP. The SGR network will stretch from Mombasa through Nairobi to Kampala, Kigali, Juba with branch lines into DR. Congo at Mpondwe and Vurra border posts.



PROJECT SUMMARY	
	<p>SGR is being developed to tackle the inherent constraints of the MGR which has led to the increase use of road transport for long distance haulage of cargo at a higher cost. Rail transport accounts for only about 2% of total freight destined for Uganda from the port of Mombasa over the past 10 years and yet projections of cargo indicate a growth to about 40.5Mn tones by 2040.</p> <p>Railway transport is a prerequisite for fast economic transformation due to its ability to drastically reduce the cost of doing business, improve productivity and attract major FDI especially of large manufacturers in global value chains, the lack of which has partly limited Uganda's export capacity.</p>
Relevance of the project idea	<p>The Uganda Vision 2040 emphasizes the need to transform the country to a competitive middle-income country. This will be achieved by an increase in the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 48.9 to 55.</p> <p>The Uganda Vision 2040 and the NDP III indicate railway as one of the key projects to spur productivity and economic growth. Both planning documents emphasize the need for lowering the cost of transportation by shifting freight from road to rail. The SGR project will go a long way in enhancing Uganda's productivity and competitiveness by not only lowering the cost of doing business but also improving production efficiency and effectiveness and opening up new production areas.</p>
Project Goal/ Outcomes	<p><b>Objectives</b> To build an effective, efficient and safe Kampala-Bihanga-Kasese-Mpondwe, Bihanga-Mirama Hills and Muko SGR System.</p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Western route developed.</li> <li>Project Management undertaken.</li> </ul>
STRATEGIC OPTIONS	
Coordination with government agencies	<b>Name</b>
	MoWT, MoFA, MoFPED, MoEMD, MoLHUD, UNBS, UIA, KCCA, UNRA, NPA, and LG's

#### 4. Greater Kampala Light Rail Mass Transit (LRT) (Phase 1) project profile

PROJECT SUMMARY	
Project Title	Greater Kampala Light Rail Mass Transit (LRT) (Phase 1)
Vote	Ministry of Works and Transport (MoWT)
Vote Function	*
Vote Function Code	016
Implementing Agency	MoWT (SGR)
NDP PIP Code	*
MFPEP PIP Code	*
NDPIII Programme	Integrated Transport Infrastructure and Services Programme
Location	Greater Kampala
Estimated Project Cost	USD 1.044Mn
Project Duration/Life span (Financial Years)	FY 23/24
	FY 25/26
Officer Responsible	<p>Officer Title: Project Coordinator</p> <p>Officer Name: Eng. Perez Wamburu</p> <p>Officer Phone: 0312-255-802</p> <p>Officer Email: perez.wamburu@sgr.go.ug</p>



PROJECT SUMMARY	
PROJECT INTRODUCTION	
Background	The project was conceived in Uganda Vision 2040, NDP I (2010/2011-2014/2015), NDP II (2015/2016-2019/2020), National Transport Master Plan (NTMP) (2008-2023), NTMP Strategic Implementation Plan (2015-2023), KCCA Strategic Plan (2014/15–2018/2019), Budget Speech FY 2016/17 and Cabinet Minute 107 (CT 2015) (which established the SGR project).
Relevance of the project idea	After a critical analysis of the public transport situation and the several interventions that have been and/or are being undertaken to resolve the transport challenges faced by people working and leaving in the GK, there is need to develop an LRT. LRT is an urban public transport using rolling stock normally powered by electricity but operating at a higher capacity, and often on an exclusive right-of-way. This LRT will be developed to run through urban/suburban areas that have planned investments with the residents able to adapt to this transport mode easily. LRT is expected to provide safe, reliable, affordable, efficient and comfortable mass transport.
Project Goal/ Outcomes	<b>Objective</b> To provide cheap, reliable, convenient, comfortable and safe public mass transport especially for the low-income population of Greater Kampala.
	<b>Outputs</b> 1. ROW for Phase 1 (45Kms) acquired. 2. Phase 1 (45Kms) of the LRT system developed.
STRATEGIC OPTIONS	
Coordination with government agencies	<b>Name</b>
	MoWT, MoFPED, UIA, KCCA, UNRA, NPA



## ANNEX 1: MONITORING AND EVALUATION FRAMEWORK

Table 20: Outcome Level Monitoring and Evaluation Framework

Goal and Objectives	Outcome (s)	Indicators	Baseline (2019/20)	Targets 2024/25
<b>Goal:</b> To develop sustainable, efficient, effective and safe SGR and GKMA LRT Systems	Improved accessibility to goods and services	Average Transit time for Freight rail services, Mombasa - Kampala (days)	14	1
		Average Travel time for passengers, Mombasa - Kampala (hours)	20	12
<b>Objective 1:</b> To build an effective, efficient and safe Malaba-Kampala SGR system	Reduced freight transportation cost (per ton per km)	Inland (on Rail USD per/ton-km):	0.12	0.05
		From coast to Kampala (on Rail) (in USD per/ton-km):	0.12	0.05
<b>Objective 2:</b> To develop the SGR Northern and Western Routes and GKMA LRT system.	Increased Stock of SGR infrastructure	Feasibility study in place (Northern and Western Routes)	0	2
		Feasibility Study in place (LRT)	0	1
<b>Objective 3:</b> To enhance the institutional capacity of the SGR PMU	Improved transport services human resources capacity	Percentage of the staff structure filled (%)	40	100
		Percentage of staff trained in specialized railway courses (%)	5	50
<b>Objective 4:</b> To maintain an efficient asset management for SGR	Assets Maintained	% of the asset maintained	10	100



Table 21: Output level Monitoring and Evaluation Framework

#	Intervention	Output(s)	Action(s)	Output Indicator(s)	Baseline	Targets				
					19/20	20/21	21/22	22/23	23/24	24/25
	Objective 1: To build an effective, efficient and safe Malaba-Kampala SGR system									
	Acquire 1600 acres of land free of encumbrances for ROW for the construction of Malaba – Kampala SGR by June 2023.	Encumbrance-free Land Secured	• RAP survey and valuation assessment carried out.	• Number of Valuation reports approved		0	4		7	
			• Prepare supplementary Reports	• Number of PAPs paid.	3,568	487	185		1,450	
			• Maintain an updated	• Number of acres of ROW acquired.	1,109	320	320	576	384	
			• compensation database.	• No. of SGR Certificates of		8	19	10		
			• Secure deed prints and Certificates of Title for acquired land.	• Title secured						
	Acquired ROW protected.		• Undertake District level Monitoring.	• Number of Kilometres demarcated.		20	70		42	
			• Demarcate the ROW.							
			• Monitor the acquired ROW	• Number of district monitoring reports prepared.	1	1	2	2	4	4
		NFA and NEMA certificates	• Renewal of permits from NEMA. • Demarcate the ROW sections	• No. of kilometres of ROW through NFA/ NEMA demarcated.	0	0	0	0	0	6
	Construct 231KM of the Malaba-Kampala SGR system.	Financing Secured.	• Prepare MoUs, Contracts, and financing agreement.	• % of civil works undertaken	0	0	0	0	8	20
		Compliance to social safeguards ensured	• Update Guidelines, Strategies and IEC materials	• No. of guidelines and IEC material developed.	4	4	4	6	10	20



#	Intervention	Output(s)	Action(s)	Output Indicator(s)	Baseline	Targets					
					19/20	20/21	21/22	22/23	23/24	24/25	
			<ul style="list-style-type: none"><li>Undertake mobilization and sensitization of PAPs and communities along the SGR alignment at construction stage</li></ul>	<ul style="list-style-type: none"><li>% of PAPs knowledgeable about social safeguard awareness in the affected communities.</li></ul>							
			<ul style="list-style-type: none"><li>Provision, maintenance and operation of STI/STD and HIV/ AIDS clinic (VHCT) attached to Camp sites Monitoring and Reporting</li></ul>	<ul style="list-style-type: none"><li>% of stakeholders trained/sensitized on Health and HIV/AIDS issues in relation to the project</li></ul>							
			<ul style="list-style-type: none"><li>Gender, the Elderly and Persons with Disabilities sensitization and awareness raising meeting/workshops/ Trainings.</li></ul>	<ul style="list-style-type: none"><li>No. Training/ workshops / meetings conducted</li></ul>							
			<ul style="list-style-type: none"><li>Conduct awareness trainings for staff and contractor's staff on the requirements of the ACT and undertake compliance Monitoring.</li></ul>	<ul style="list-style-type: none"><li>No. Awareness trainings conducted.</li></ul>							
			<ul style="list-style-type: none"><li>Socio Economic status Studies.</li></ul>	<ul style="list-style-type: none"><li>No. of socio-economic assessments undertaken.</li></ul>							
			<ul style="list-style-type: none"><li>Awareness creation of available labour laws.</li></ul>	<ul style="list-style-type: none"><li>No. Awareness trainings conducted.</li></ul>							
		Eastern route developed in an EHS sound manner	<ul style="list-style-type: none"><li>Acquire supplementary data to fill gaps realized from the review of the ESIA report</li></ul>	<ul style="list-style-type: none"><li>% of planned reviews completed</li></ul>	0	0	0	0	20	50	30
			<ul style="list-style-type: none"><li>Apply for renewal for wetland/river bank/ lake</li></ul>	<ul style="list-style-type: none"><li>No. of renewed permits and approvals</li></ul>	0	0	0	0	1	0	0



#	Intervention	Output(s)	Action(s)	Output Indicator(s)	Baseline		Targets					
					19/20		20/21	21/22	22/23	23/24	24/25	
			shore user permits and forest permits.									
			<ul style="list-style-type: none"> <li>Conduct ESIA for 3 Industrial Parks</li> <li>Conduct ESIA for electricity connections to railway sub stations</li> </ul>	<ul style="list-style-type: none"> <li>No. of ESIA's undertaken.</li> </ul>	0		0	0	0	0	2	
			<ul style="list-style-type: none"> <li>EHS monitoring and auditing conducted.</li> <li>Ecosystem restoration undertaken</li> </ul>	<ul style="list-style-type: none"> <li>No. of EHS monitoring undertaken</li> <li>Acreage of restored eco system</li> </ul>	0		0	1	1	2	4	
					0		0	0	0			
		National Content Strategy updated and implemented	<ul style="list-style-type: none"> <li>Joint capacity improvement programs designed and undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>No of firms engaged &amp; reports.</li> </ul>	4		0	0	0	5	6	
			<ul style="list-style-type: none"> <li>Implement MOUs with ERB and Ministry of internal affairs for foreign labourers.</li> </ul>	<ul style="list-style-type: none"> <li>No. of foreign labourers supported in process of issuance of work permits.</li> </ul>	0		0	0	0	10	30	
			<ul style="list-style-type: none"> <li>Certification of approved materials and pre-shipment.</li> </ul>	<ul style="list-style-type: none"> <li>No. of import verifications undertaken.</li> </ul>	0		0	0	0	2	3	
			<ul style="list-style-type: none"> <li>Procure consultant to undertake the studies.</li> <li>Source for financing.</li> </ul>	<ul style="list-style-type: none"> <li>% of civil works undertaken.</li> </ul>	0		0	0	0	10	25	
	Finalize the planning, design and sourcing funding for the development of Port at Majanji and SGR Railway Spur to the port by 2025.	Feasibility studies, preliminary engineering designs and ESIA's undertaken.	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>								



#	Intervention	Output(s)	Action(s)	Output Indicator(s)	Baseline		Targets				
					19/20	20/21	21/22	22/23	23/24	24/25	
	Coordinate regional NCIP partner states for development of the regional network.	NCIP Summits and SGR Cluster coordinated and attended	<ul style="list-style-type: none"> <li>Prepare reports as per NCIP requirements</li> <li>Prepare action plans from</li> <li>NCIP directives</li> </ul>	<ul style="list-style-type: none"> <li>No. of meetings organised per year.</li> <li>Av. No. of directives implemented.</li> </ul>	0	0	0	3	4	4	
		Uganda-Congo engagements on SGR (border crossings and joint preliminary studies) undertaken	<ul style="list-style-type: none"> <li>Prepare reports on implementation of resolutions</li> </ul>	<ul style="list-style-type: none"> <li>No. of reports produced.</li> </ul>	0	0	0	1	4	4	
<b>Objective 2: To develop the SGR Northern and Western Routes and GKMA LRT system</b>											
#	<b>Intervention</b>	<b>Output(s)</b>	<b>Action(s)</b>	<b>Output indicator(s)</b>							
	Finalize the designs for the development of phase I of the GKMA LRT system.	Greater Kampala Light Rail Mass Transit system developed	<ul style="list-style-type: none"> <li>Procure consultant to develop masterplan.</li> <li>Undertake feasibility studies.</li> <li>Source for Private Public Partners.</li> <li>Conduct detailed project designs.</li> <li>Acquire ROW land.</li> <li>Construct LRT System.</li> <li>Develop operations model.</li> </ul>	<ul style="list-style-type: none"> <li>No. of KMs of LRT systems constructed.</li> </ul>	0	0	0	0	0	3	
	Finalize the designs for the development of Northern, Western routes SGR route and	Bankable Feasibility studies conducted	<ul style="list-style-type: none"> <li>Offer technical support, review and approve the Draft, Interim and final BFS.</li> </ul>	<ul style="list-style-type: none"> <li>No. of approved reports</li> </ul>	0	0	0	0	2	1	



#	Intervention	Output(s)	Action(s)	Output Indicator(s)	Baseline	Targets					
					19/20	20/21	21/22	22/23	23/24	24/25	
	secure project codes by 2025.										
		ESIA prepared	<ul style="list-style-type: none"><li>Conduct ESIA studies for each route</li></ul>	<ul style="list-style-type: none"><li>% of ESIA recommendation implemented.</li></ul>	0	0	0	0	0	0	5
		EPC/Turnkey contracts signed	<ul style="list-style-type: none"><li>Engage prospective financiers</li></ul>	<ul style="list-style-type: none"><li>% of required funds released.</li></ul>	0	0	0	0	0	10	20
		Preliminary Engineering Design finalized	<ul style="list-style-type: none"><li>Review design, ensure completeness of the PED</li></ul>	<ul style="list-style-type: none"><li>% of civil works undertaken.</li></ul>	0	0	0	0	0	15	25
	Objective 3: To enhance the institutional capacity of the SGR PMU										
	Update and implement the SGR PMU Human Resource Capacity Development Plan.	Human resource, ICT, Finance and Administration aspects addressed	<ul style="list-style-type: none"><li>Implement project human resource capacity building plan</li><li>Provide logistical support to project Top Management</li></ul>	<ul style="list-style-type: none"><li>Number of staff trained</li><li>% of logistical support to project TMT</li></ul>	6	0	1	1	1	5	10
	Establish a well-staffed and skilled PMU comprising of 196 skilled staff in line with project objectives.	Develop and strengthen railway planning capacity	<ul style="list-style-type: none"><li>Acquisition and use of railway planning systems Increased</li><li>9:1 Uganda to Foreigners</li><li>labor ratio requirement ensured.</li><li>Implement communication strategy</li></ul>	<ul style="list-style-type: none"><li>No. of railway planning systems acquired.</li><li>% of employees that are Ugandan.</li><li>% of strategy implemented</li></ul>	0	0	0	0	0	1	1
					100	100	100	100	100	30	40
					0	0	0	0	10	20	30
				<ul style="list-style-type: none"><li></li></ul>							
	Ensure technology and skills transfer to Uganda nationals.	Operation Model agreed upon	<ul style="list-style-type: none"><li>Agree on Operations Model with Kenya.</li><li>Sign Bilateral Agreement with Kenya on operations</li></ul>	<ul style="list-style-type: none"><li>1No. agreement in place</li></ul>	0	0	0	0	0	0	1



#	Intervention	Output(s)	Action(s)	Output Indicator(s)	Baseline		Targets				
					19/20	20/21	21/22	22/23	23/24	24/25	
	Enhance Corporate Governance	Improvement in internal and inter-agency coordination.	<ul style="list-style-type: none"> <li>Implement Governance Enhancement interventions (Culture, communication, structure, performance management, policies, management meetings etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Level of Corporate Governance Maturity (%)</li> </ul>	40	50	50	60	60	70	
	Plan and Implement Transit Oriented Development (TOD) and Cargo Oriented Development (COD)	Transit oriented developments and Cargo oriented developments constructed	<ul style="list-style-type: none"> <li>Undertake TOD and COD studies on SGR infrastructure corridors</li> <li>Siding development concept prepared.</li> </ul>	<ul style="list-style-type: none"> <li>TOD and COD Studies undertaken.</li> </ul>	0	0	0	0	0	1	
<b>Objective 4: To maintain an efficient asset management for SGR</b>											
	Develop and implement plans for protection and safeguarding SGR assets during construction.	Asset management plan updated and implemented	<ul style="list-style-type: none"> <li>Develop project asset management Plan</li> </ul>	<ul style="list-style-type: none"> <li>% of the plan developed</li> </ul>	50	50	50	60	80	100	
		SGR developed in a safe and healthy manner	<ul style="list-style-type: none"> <li>Prepare OHS Management System Manual linking the different plans.</li> <li>Conduct periodic OHS audits on work sites</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Safety and Health (OSH) responsiveness (%)</li> </ul>	50	50	50	50	70	70	
	Work with URC to develop plans for protection and safeguarding SGR assets after construction.	Asset management plan revised for both MGR and SGR	<ul style="list-style-type: none"> <li>Update railways asset management Plan</li> </ul>	<ul style="list-style-type: none"> <li>% of the plan developed</li> </ul>	50	50	50	60	80	100	



## ANNEX 2: COST IMPLEMENTATION MATRIX

Table 22: Detailed Cost Implementation Matrix

#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
	Objective 1: To build an effective, efficient and safe Malaba-Kampala SGR system									
	Acquire 1600 acres of land free of encumbrances for ROW for the construction of Malaba – Kampala SGR by June 2023.	Encumbrance-free Land Secured	· RAP survey and valuation assessment carried out.	· Development	19.160	30.720	496.185	53.938	20.740	620.742
			· Prepare Reports	· Non-Wage Recurrent	0.684	0.098	0.093	0.093	-	0.968
			· Maintain an updated Comprehensive Database	· Non-wage Recurrent	-	-	0.050	-	0.050	0.100
			· Secure deed prints and Certificates of Title for acquired land.	· Non-wage Recurrent	0.189	0.120	0.089	0.036	0.030	0.464
	Acquired ROW protected.		· Undertake District level Monitoring.	· Non-wage Recurrent	0.060	0.040	0.040	0.040	0.040	0.220
			· Demarcate the ROW.	· Development	0.259	0.300	0.230	0.230	-	1.019
			· Monitor the acquired ROW	· Non-wage Recurrent	0.020	0.020	0.020	0.020	0.020	0.100
	NFA and NEMA certificates		· Renewal of permits from NEMA.	· Non-wage Recurrent	-	0.098	-	-	-	0.098
			· Demarcate the ROW sections.	· Development			0.058	0.058	-	0.117
	Construct 231KM of the Malaba-Kampala SGR system.	Update of the Bankable Feasibility studies conducted Financing Secured.	· Procure consultant, offer technical support, review and approve the Draft, Interim and final BFS.	· Development	-	-	-	0.400		
· Prepare MoUs, Contracts, and financing agreement.			· Non-wage Recurrent	-	-	-	0.200	-	-	



#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
		Compliance to social safeguards ensured	· Update Guidelines, Strategies and IEC materials	· Non-wage Recurrent	0.046	0.024	0.016	0.361	0.361	0.808
			· Undertake mobilization and sensitization of PAPs and communities along the SGR alignment at construction stage	· Development	0.191	0.150	0.150	0.720	0.720	1.931
			· Provision, maintenance and operation of STI/STD and HIV/AIDS clinic (VHCT) attached to Camp sites Monitoring and Reporting	· Non-wage Recurrent	-	0.005	0.002	0.002	0.002	0.011
			· Gender, the Elderly and Persons with Disabilities sensitization and awareness raising meeting/workshops/ Trainings.	Non-wage Recurrent	0.012	0.015	0.015	0.072	0.072	0.186
			· Conduct awareness trainings for staff and contractor's staff on the requirements of the ACT and undertake compliance Monitoring.	Non-wage Recurrent	0.005	0.008	0.008	0.036	0.036	0.092
		Eastern route developed in an	· Socio Economic status Studies.	· Non-wage Recurrent	0.010	0.060	0.070	0.080	0.100	0.320
			· Awareness creation of available labour laws.	· Non-wage Recurrent	0.001	0.001	0.002	0.004	0.003	0.011
			· Update the ESIA and RAP report.	· Development	0.063	-	-	0.500	-	0.563



#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
		EHS sound manner	Acquire supplementary data to fill gaps realized from the review of the ESIA report	· Non-wage Recurrent	0.019	-	-	0.150	-	0.169
			· Apply for renewal for wetland/river bank/ lake shore user permits and forest permits.	· Non-wage Recurrent	-	-	-	-	-	-
			· Conduct ESIA for 3 Industrial Parks	· Development	-	-	-	21.547	21.547	43.093
			· Conduct ESIA for electricity connections to railway sub stations	· Development	-	-	-	71.822	71.822	143.644
			· EHS monitoring and auditing Conducted	· Non-wage Recurrent	-	-	-	0.750	0.750	1.500
			· Ecosystem restoration undertaken	· Development	-	-	-	0.355	-	0.355
			· Review and update of the Strategy inline with the construction contract provisions.	· Non-wage Recurrent	0.950	-	-	0.270	0.230	1.450
			· Implement MOUs with ERB and Ministry of internal affairs for foreign labourers.	· Non-wage Recurrent	-	-	-	-	0.040	0.040
			· Certification of approved materials and pre-shipment.	· Non-wage Recurrent	-	-	-	-	0.030	0.030
			· Procure consultant to undertake the studies.	· Development	-	-	2.791	0.360	0.010	3.161
	Finalize the design planning, design and sourcing funding for the development of Port at Majanji and SGR	Feasibility studies, preliminary engineering designs and ESIA's undertaken.	· Source for financing	· Non-wage Recurrent	-	-	-	-	0.010	0.010



#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
	Railway Spur to the port by 2025.									
	Coordinate regional NCIP partner states for development of the regional network.	NCIP Summits, SGR Cluster and regional meetings coordinated and attended	<ul style="list-style-type: none"> <li>Handle NCIP correspondences; organise and attend meetings.</li> <li>Participate in regional and global engagements on infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>Non-wage Recurrent</li> </ul>	0.011	0.090	0.080	0.089	0.080	0.350
				<ul style="list-style-type: none"> <li>Development</li> </ul>	0.134	0.306	0.306	0.270	0.306	1.321
		Uganda-Congo engagements on SGR (border crossings and joint preliminary studies) undertaken	<ul style="list-style-type: none"> <li>Prepare reports on implementation of resolutions</li> </ul>	<ul style="list-style-type: none"> <li>Non-wage Recurrent</li> </ul>	0.010	0.061	0.061	0.054	0.061	0.247
	Finalize the designs for the development of phase I of the GKMA LRT system.	Greater Kampala Light Rail Mass Transit system developed	<ul style="list-style-type: none"> <li>Desk reviews and update of LRT Concept; Stakeholder engagements.</li> <li>Procure consultant and Undertake feasibility studies.</li> <li>Source for Private Partners.</li> <li>Conduct detailed project designs.</li> <li>Acquire ROW land.</li> <li>Construct LRT System.</li> <li>Develop operations model.</li> </ul>	<ul style="list-style-type: none"> <li>Development</li> <li>Development</li> <li>Development</li> <li>Development</li> <li>Development</li> <li>Development</li> </ul>	0.001	0.003	0.004	0.005	0.065	0.078
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-
				<ul style="list-style-type: none"> <li>Development</li> </ul>	-	-	-	-	-	-



#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
	Finalize the designs for the development of Northern, Western routes SGR route and secure project codes by 2025.	Bankable Feasibility studies conducted	· Offer technical support, review and approve the Draft, Interim and final BFS.	· Non-wage Recurrent	-	-	-	0.030	0.030	0.060
		ESIA prepared	· Conduct ESIA studies for each route	· Development	-	-	-	8.470	8.470	16.940
		EPC/Turnkey contracts signed	· Engage prospective financiers	· Development	0.025	-	0.200	0.200	0.200	0.625
		Preliminary Engineering Design finalized	· Review design, ensure completeness of the PED	· Development	0.150	0.013	0.014	0.100	0.100	0.377
	Update and implement the SGR PMU Human Resource Capacity Development Plan.	Human resource, ICT, Finance and Administration aspects addressed	· Implement project human resource capacity building Plan	· Development	0.950	0.137	0.146	0.163	0.170	1.566
			· Provide logistical support to project Management	· Non-wage Recurrent	1.360	0.657	0.657	1.268	0.986	4.928
			· Acquire and use of railway planning systems.	· Development	0.080	0.050	0.005	0.005	0.005	0.145
	Establish a well-staffed and skilled PMU comprising of 196 skilled staff in line with project objectives.	Develop and strengthen railway planning capacity	· 9.1 Uganda to Foreigners labour ration requirement ensured	· Development	-			-		-
			· Implement communication strategy	· Non-wage Recurrent	0.005	0.050	0.060	0.040	0.060	0.215
			· Agree on Operations Model with Kenya.	· Non-wage Recurrent	-			-		-
	Ensure technology and skills transfer to Uganda nationals.	Operation Model agreed upon	· Sign Bilateral Agreement with Kenya on operations	· Non-wage Recurrent	0.069	0.013	0.013	0.013	0.013	0.121



#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
	Enhance Corporate Governance	Improvement in internal and inter-agency coordination.	<ul style="list-style-type: none"> <li>Implement Governance interventions (Culture, communication, structure, management, performance policies, management meetings etc.)</li> </ul>	· Non-wage Recurrent	0.180	0.140	0.980	1.662	1.662	4.624
	Plan and Implement Transit Oriented Development (TOD) and Cargo Oriented Development (COD)	Transit oriented developments and Cargo oriented developments constructed	<ul style="list-style-type: none"> <li>Undertake TOD and COD studies on SGR infrastructure corridors.</li> </ul>	· Non-wage Recurrent	0.090	0.040	0.047	0.015	0.015	0.207
	Develop and implement plans for protection and safeguarding SGR assets during construction.	Asset management plan updated and implemented	<ul style="list-style-type: none"> <li>Siding development concept prepared.</li> </ul>	Non-wage Recurrent	-	-	-	-	-	-
			<ul style="list-style-type: none"> <li>Develop project asset management Plan</li> </ul>	· Development	0.006	-	-	0.005	0.005	0.016
		SGR developed in a safe and healthy manner	<ul style="list-style-type: none"> <li>Prepare OHS Management System Manual linking the different plans.</li> </ul>	· Development	-	-	0.005	0.012	0.090	0.107
			<ul style="list-style-type: none"> <li>Conduct periodic OHS audits on work sites</li> </ul>	· Non-wage Recurrent	0.030	-	0.005	0.010	0.010	0.055
	Work with URC to develop plans for protection and safeguarding SGR assets after construction.	Asset management plan revised for both MGR and SGR	<ul style="list-style-type: none"> <li>Update railways asset management Plan</li> </ul>	· Non-wage Recurrent	-	-	-	0.010	0.010	0.020



#	Intervention	Output(s)	Action(s)	Classification	Financial Years (UGX, Billions)					Total
					20/21	21/22	22/23	23/24	24/25	
	<b>TOTAL</b>				24.77	33.22	502.40	164.46	128.95	853.80
	<b>Wage</b>			Wage	5.10	5.10	5.90	5.94	17.67	39.71
	<b>Construction GoU – 15%</b>			Development	-	343.12	316.41	314.79	281.32	1,255.63
	<b>Construction - Loan 85%</b>			Development	-	1,944.33	1,792.97	1,783.82	1,594.13	7,115.25
	<b>GRAND TOTAL</b>				29.87	2,325.76	2,617.68	2,269.02	2,022.07	9,264.40











