



THE REPUBLIC OF UGANDA

WORKS AND TRANSPORT SECTOR

LOCAL GOVERNMENT BUDGET CONSULTATIVE WORKSHOPS

AUGUST 2015

1.0 INTRODUCTION

The reforms in the Ministry of Works and Transport Sector established the Uganda National Roads Authority (UNRA) Act 2006, and Uganda Road Fund (URF) Act 2008. The Ministry has been restructured and its role now pivoted to policy formulation, planning, M & E regulation and standards setting in the sector. The other Agencies in the sector are: Civil Aviation Authority (CAA) Act 1991, and Uganda Railways Corporation (URC) Act 1992.

2.0 PROGRESS OF IMPLEMENTATION OF RECOMMENDATIONS/ ISSUES

2.1 Inadequate funding for maintenance of district roads

It was noted that the current funding provided to maintain district roads is low to maintain the road to expected standards of wide roads of 7 meter width, improved carriage way from earth to gravel surface, installation of culverts where necessary, creation of drainage system with off shoots, constant maintenance is too inadequate.

Response to the issue

- ***This trend will continue for some time due to the fact that the resource envelope has remained the same. However, in general the sector allocations as a percentage of the National budget is big eg this FY 2015/16 it's about 18%. In an aggregate scenario districts are allocated more funds.***
- ***URF still working with MoFPED on cabinet Memo for amendment of URA Act in order to achieve 2G status that will enable direct transfer of RUCs to URF.***

2.2 Road equipment provided to LG were to handle simple maintenance works

Local Governments noted that although government provided them with road equipment in FY 2012/13 to reduce the contractual cost of maintenance of roads, the equipment which was procured was for carrying out simple maintenance works and yet they needed heavy equipment to open up new roads. It was recommended that government fast tracks the procurement of complementary heavy equipment for all Local Governments that is able to open up new roads.

Response to the issue

Government through Ministry of Works and Transport is in the advanced stages of procuring from Japan complimentary heavy

equipment estimated at JPY17.8 Billion (USD143.5 Million) for all local governments. The quantities and specifications have already been finalized and contract signing is expected by the end of August or early September, 2015.

The equipment is expected in the country beginning February 2016. It is proposed that each District Local Government will be allocated with 1No. Komatsu-Motor Grader, 2No. Mitsubishi-Dump Truck of 8 tons, 1No. Komatsu-Wheel Loader, 1No. Mitsubishi-Water Bowser of 8,000 litres capacity and 1No. Sakai-Vibro Roller of 10 tons.

Further, Government will also procure additional equipment to be stationed at zonal Centres to support districts.

The equipment will also be allocated to other entities including UNRA, KCCA and proposed NCC (National Construction Company of Uganda).

2.3 Implementation of Projects by UNRA, within LGs, without Prior Knowledge

UNRA has over years implemented a number projects in Local Governments as per its mandate. However, there was concern that UNRA undertakes the implementation of these projects within Local Governments without their prior knowledge. They noted that UNRA only consults them when projects run into problems that require their intervention.

Response to the issue

We have a Ministerial Policy Statement as a Sector which provides LGs with information on projects. The Policy has always been that a LG is given notification of award of contracts with copies to area MPs, CAOs, LCV and RDC. In most cases some of the ground breaking ceremonies are officiated by H.E the President which to some extent is information dissemination.

While during maintenance, before the contractor is introduced to district leaders, Regional engineers (Station Engineers) discuss with the district leadership on the respective LGs Plan. In addition, the station Engineers are part of the District Road Committees so they are expected to participate in the district roads planning meetings. It is also mandatory to commission and hand over projects on completion. Hence LG leadership in respective districts participate during project commissioning and hand over.

2.4 Increase of encroaching on Road Reserves

There are increased instances of encroaching on road reserves by developers. MoWT noted that a circular shall be issued to clarify on the criteria of demarcation and gazetting of Roads reserves on District and Urban Roads. The MoWT was requested to continue issuing guidelines on demarcation and gazetting of Roads reserves on District and Urban Roads and Construct road side markets, tourism hotspots and places of convenience along the highways.

Response to the issue

The Roads Act 1964 and Access to roads Act 1964 is being amended to provide for the establishment of road reserves and maintenance of roads. The drafting Principles were approved by Cabinet.

Also Designs now incorporate these works depending on the financial resources available and road reserves are now being opened basing on laws.

2.5 FAW Company charges exorbitantly high prices for the parts of their equipment

It was noted that FAW Company charges exorbitantly high prices for the parts of their equipment compared to the open market price. They are also delays by them to respond to maintenance requests lodged by LGs with regard to the repair of equipment. The Ministry of Works and Transport was requested to engage FAW to cut down some of the repair costs to maintain the equipment.

Response to the issue

Ministry of Works and Transport have been engaging FAW to further reduce on their prices and improve on their service levels. For example, recently the Ministry convened a meeting which was chaired by MoST(W) about issues related to service levels and prices. All these efforts have resulted into better services being offered. Further, the warranty for the equipment is expiring this year (2015) and the tender for supply of spare parts will be opened for all eligible suppliers to compete.

In addition, some districts wanted the Ministry to allow them buy spare parts from the open market and get a mark-up. The Ministry has not allowed this since the equipment is still under warranty.

However, it should also be noted that Ministry's budget for repair of equipment has not improved since the introduction of new road equipment from China. In addition the Ministry is expecting more equipment from Japan. There is an urgent need to increase Ministry's budget for repairs of road equipment.

3.0 IMPLEMENTATION CHALLENGES TO SERVICE DELIVERY

(a) Lack of adequate equipment/staff

Though equipment

- The Ministry is in advanced stages of acquiring more equipment from Japan
- Where necessary agencies can hire road equipment within the guidelines issued by the Ministry
- LGs were also issued with guidelines on recruitment of staff especially on force account.

(b) Untrained staff who operate equipment

When equipment was received in 2013, operators who were recommended by LGs were trained. But, unfortunately those trained were discontinued and Local Governments use untrained staff to operate roads equipment. The equipment are damaged and this has a negative effect to the budget.

The LGs should only use trained operators.

(c) Failure to attract and retain Engineers in the Local Governments.

It has been noted that most LG hire and fire Engineers, yet the specifications given for the Engineers do not attract most of them. This has led to projects not being supervised properly and failures to follow implementation guidelines.

Specifications for the positions of the Engineers need to be reviewed and studies have to be done to comprehensively understand the causes of this.

(d) Poor procurement process noted in some Local Governments.

Some Local Governments were found with contracts of hardly 2 pages without even conditions and other requirements by PPDA. There is need for training in Procurement by PPDA.

(e) Failure to maintain roads in time which cause accidents and loss of life.

A number of roads deteriorate even when they are planned for maintenance which results into higher funding to maintain them. There is need for timely and adequate releases for projects.

(f) Vandalism of Road Signage

A number of signposts are vandalised by the communities for scrap. There is need for the Local Governments to sensitise the communities on dangers of not having sign posts on the roads especially accidents and death. Factories obtaining scrap should also be asked to ensure arrest of those with such scrap.

Otherwise, police should be vigilant too and arrest whoever is found with a road sign and heavy penalties should be set for such acts.

(g) Unplanned humps made by communities to some roads which cause economic losses.

A number of roads gravelled or maintained, immediately there are completed the communities place undersigned and planned humps. These lead to accidents as stakeholders may not be aware of them in time and no clear signs to alert drivers.

Communities should be advised to desist from such behaviours and addition drivers and riders have to be sensitized on the dangers of over speeding and if possible all drivers and riders need to be subjected to real medical check especially mental stability as some are ruthless and that is why they over speed and cause accidents.

g) Poor reporting by the Designated Agencies (DAs) , hence affecting timely the release of funds;

A number of DAs do not adhere to the reporting timelines as stipulated the URF planning and budgeting guidelines.

URF is in the process of developing a web based Road Management and Monitoring System (RMMoS) that will improve reporting by DAs.

h) Poor contract management. This leads to delays and cost overruns;

A number of DA personnel lack contract/project management leading to delays and cost overruns.

Need for capacity building of Engineers at Agency level by PPDA.

i) Grey areas in the implementation of force account policy in local governments;

A number of FA implementation issues regarding recruitment procedures of road gangs, failure to attract road gang workers, etc have been raised by DAs.

MoWT is in process of reviewing the FA guidelines with a view of addressing these challenges.

j) Weaknesses in oversight by District Road Committees;

A number of Districts have not formed District Road Committees as required by section 25(2) of the URF Act, 2008.

It is now a requirement that Annual Road Maintenance Workplans are approved by DRCs before submission to URF.

k) Misuse of road maintenance funds by Designated Agencies (DAs);

Audits and Monitoring Visits by URF have revealed misuse of road maintenance funds involving garnishing of funds by URA, diversions of funds, unaccounted for funds, expenditure on activities outside the approved workplans, etc.

URF making follow up on affected DAs in order to recover misused funds and recommending administrative action on accounting officers by MoLG and OPM.

4.0 Key policy and administrative issues

(a) Non- Motorised Transport Policy (NMT)

Municipal authorities are urged to implement the policy which is aimed at increasing the recognition of NMT as one of the key transport modes and integrate NMT as an essential element of public transport by providing safe NMT infrastructure

(b) Rural Transport Policy

LGs need to embrace the policy for rural development. The policy aims at efficiently and effectively develops and manages rural transport infrastructure, modes and services in a sustainable way; policy lays down the basic rules and requirements that can guide all decisions and actions that

need to be taken with regard to rural transport infrastructure and transportation.

(c) Maintenance of District Equipment

Districts should take note that the equipment allocated to them are for Light Mechanized Routine Maintenance of Local Government roads. These equipment are being used to perform heavy road works such as road opening and rehabilitation contrary to the guidelines issued by the Ministry to all Local Governments.

5.0 SECTOR IPFS AND GUIDELINES FOR FY 2016/17.

5.1 U-GROWTH

The Danida supported programme is a 4 year programme aimed at facilitating agriculture as vehicles' for economic development and poverty reduction, focusing on pro poor growth generating income and employment in rural areas. The U-growth programme comprises of three components:

- ❖ Public Sector Agriculture Support
- ❖ Rural Transport Infrastructure Support for Agricultural Development; and
- ❖ Agribusiness Development Initiative

The Rural Transport Infrastructure is implemented through Ministry of Works and Transport and is a continuation of 12years of Danish support to the Ugandan Road Sector in the Road Sector Programme Support (RSPS) I &II and the Rural Roads Programme (RRP).

The component is focused on North and North Eastern districts where the civil war lasted for two decades.

5.1.1 Benefiting Districts

Old Districts (15 No.)

Apac, Gulu, Oyam, Amuru, Amuria, Kitgum, Pader, Lira, Kaberamaido, Amolatar, Dokolo, Soroti, Katakwi, Kumi, Bukedea,

New Districts (8No.)

Ngora, Nwoya, Serere, Otuke, Lamwo, Alebtong, Kole, Agago

5.1.2 Allocation Formula

Old Districts

$$F_o = 70.4 * T / 100 * N_o$$

Where;

T = Total funds available

N_o = Number of old districts (15 N_o .)

New Districts (8No.)

$$F_n = 29.6 * T / 100 * N_n$$

Where;

T = Total funds available

N_n = Number of new districts (8 N_o .)

As you may be aware FY2015/16 is supposed to be the final year of implementation as per the project appraisal document. However, efforts are underway to extend the project duration to enable utilization of the remaining funds. IPFS will therefore be communicated as soon as these efforts are fruitful.

5.1.3 Implementation guidelines

- FY2015/16 is supposed to be the final year of implementation as per the project appraisal document. However, efforts are underway to extend the project duration to enable utilization of the remaining funds. IPFS will therefore be communicated as soon as these efforts are fruitful.
- All works are to be executed using labour-based trained contractors
- Having achieved significant progress on other outputs of the project, efforts will be directed on low-cost seals.
- Operational costs shall be limited to 5% of the approved budget

5.2 Uganda Road Fund

5.2.1 ALLOCATION FORMULAE

5.2.1.1 Allocation principles

In FY 2016/17, maintenance of public roads shall continue to be financed from appropriations by Parliament via the consolidated fund in line with section 21(c) of URF Act, 2008. Allocations for the available funding will be based on the New budget allocation formulae developed by the secretariat which uses a three stage process

allocating to the surface types, road network types and finally to the designated agencies.

The New budget allocation formula gives effect to section 22 (2) of the URF Act, 2008 which states that “*Allocations from the Fund to the designated agencies shall be based among other factors, on the conditions of the public roads, maintenance requirements, the length of the road network and the relevant volume of traffic or derived from an approved maintenance management tool*”. The New budget allocation formulae puts into consideration most of the road maintenance related aspects shown below:

- Effect of traffic on road maintenance;
- Asset value of road surface types;
- Equity to reflect social concerns and needs of the population;
- Climate factor/ rainfall;
- Variations in unit cost of road maintenance across the country;

Unlike the old formula which eliminates the above factors and also assumes the budget estimate for UNRA is properly estimated in an objective way, the new formula has the potential for fair and equitable allocation of funds amongst designated agencies provided that a robust and reliable set of data is collected and managed by the URF.

For stage 1, Allocation to Road surface types, the percentage allocations to Road surface types using the new Budget allocation formula are 39%, 51% and 9% of the amount allocated to surface types; for paved, gravel and earth roads respectively.

For stage 2, Allocation to Road networks, the results obtained are comparable to global allocations (old formula) for previous financial years.

For stage 3, Allocation to Designated Agencies, due to insufficient available data, reasonable assumptions were made in the allocation of funds to the DAs.

5.2.1.2 Formula Data Update

Agencies will be required to update their network metrics by providing data for the allocation formula by completing forms attached as Annexure 1.0 before the last working day of the third quarter in the FY.

5.2.1.3 Allocation Outputs

The available MTEF ceiling of UGX 418bn is globally allocated amongst designated agencies as outlined in Table 1.0 below which shows the FY 2016/17 global allocations for the various network types.

Table 1.0: Global allocations for FY 2015/16 road maintenance funds

No.	Programme Item	Proposed FY 2016/17	
		Amount (US\$ bn)	% of Total
1	UNRA maintenance	257.917	61.713%
	UNRA operations	10.000	2.3936%
Total National Roads Maintenance		267.917	64.106%

No.	Programme Item	Proposed FY 2016/17	
		Amount (UShs bn)	% of Total
2	KCCA	19.525	4.672%
Total KCCA Roads Maintenance		19.525	4.672%
3	Districts	48.307	11.559%
	Community Access roads	8.170	1.955%
	Town Councils	20.900	5.001%
	Municipal councils	21.064	5.040%
	Mechanical Imprest	11.996	2.870%
	Total for DUCAR network	110.436	26.424%
	Extended PM of Town councils	10.000	2.393%
	Special intervention on DUCAR Network	3.000	0.718%
Total DUCAR and KCCANetwork Maintenance		142.961	34.207%
4	Items administered by the Secretariat	7.052	1.687%
URF Secretariat		7.052	1.687%
Grand Total		417.930	100.000%

Based on the above criteria, the output of the allocation to individual agencies is shown in Annexure **2.0-3.0**.

5.2.2 FY 2016/17 OPERATIONAL GUIDELINES

5.2.2.1 Available FY 2016/17 Budget

For FY 2016/17, the Fund shall continue to draw upon the consolidated fund to finance road maintenance because of legal impediments that do not allow direct transfer of RUCs to URF account in BOU. A ceiling of UGX 418 bn has been provided under the MTEF by Treasury for the purpose to be released quarterly to URF for disbursement to designated agencies. This ceiling remains the same when compared to the ceiling of FY 2015/16 yet there is a big need to address the poor condition of both DUCAR and the expanded national network. The funding will support the implementation of the third year component of the URF 5- year Road Maintenance Financing Strategic Plan.

5.2.2.2 Hierarchy of Objectives for FY2016/17 Funds Allocation

As reflected in its sixth OYRMP for FY 2015/16, the Fund has a declared vision of achieving a state of *"Adequate financing for maintenance of public roads"*. The mission to this vision is *"To provide effective and sustainable financing of maintenance for public roads through partnerships with stakeholders"*.

The overarching objective of the Plan for FY 2016/17 is to facilitate the improvement and sustenance of the public road network in a good and safe condition through

improved efficiency, reliability and effectiveness of road maintenance funding such that the percentage of roads in fair to good condition increases by at least 5%. This shall be achieved using multipronged strategies that include adequate timely and reliable disbursement of funds to agencies; institutionalised accountability and reporting systems; and enforced discipline in work plan implementation and budget management.

In order to stimulate development in selected town councils and in line with the previous FY, the Fund has set aside funds worth UGX 10.0bn to tarmac at least 1.0km of the main street in selected town councils as a strategic intervention.

5.2.2.3 Programme preparation process

Designated agencies have overall authority over their road networks including planning programming and executing various works meant to keep the network open and efficiently operational. The URF Act envisages direct interface between URF and designated agencies for purposes of sourcing finances for maintenance of roads. This is formalized in annual performance agreements that schedule key deliverables for each party in the year to implement agreed works scope in the agency. Designated agencies commence preparation of their annual programs as part of their annual planning and budgeting process.

Guidelines on programme content, timing, physical and financial scope and approvals are issued by the URF well in advance of formal commencement of process and can be accessed on the URF website, www.roadfund.ug. In the not too distant future for prioritization of road works, the Fund intends to promote use of program preparation tools by agencies such as RAMPS, RNET, or HDM4 to guide DRCs in road scheme prioritisation.

5.2.2.4 Program content

For FY 2016/17, all designated agencies shall prepare their programs in the format outlined below and submit in both hard and soft copies to the secretariat by a specified deadline

- (i) General introduction;
- (ii) Present extent and conditions of the network (supported by tabulations of road lengths by road class, pavement type and condition (percentage/length of good, fair, poor, bad));
- (iii) ARMP objectives and general performance indicators e.g reduce the percentage of roads in poor condition to below 15% of agency network;
- (iv) Institutional arrangements including:
 - a. Organisational structure devoted to road maintenance in the agency;
 - b. Availability of support and ancillary services; and

- c. Methods used for work identification, prioritisation and cost estimation.
- (v) Summary of programme components (work type, quantity, cost etc) together with methods of identification and prioritisation of projects; this shall clearly indicate roads supported by other financing sources other than URF;
- (vi) Risk assessment – what are the events that may affect timely completion/quality of work/cost;
- (vii) Appendices embracing:
 - a. Tabulations of inventory and condition, including the entire network under the management of the agency and including straight line diagrams of the roads;
 - b. Work plans describing what work will be carried out, where, by what means and at what cost;
 - c. Break downs and justification of unit costs for each activity in the plan;
 - d. A procurement plan in the form required by PPDA regulations; and
 - e. A cash flow statement matched to the work plan and procurement plan.

The above information shall be summarized in Tables included in the programming guidelines issued to all agencies.

5.2.2.5 Program timelines and feedback

Key timelines for program preparation process is provided in Annexure 4.0.

5.2.2.6 Delivery approaches

All works on DUCAR network shall be implemented by force account / direct labour. The guidelines have already been issued by MoWT to all DAs. All Local governments were provided with equipment sets for the purpose especially to carryout routine mechanized maintenance and associated emergency works. The Force Account planning and reporting tables to be used during the FY 2016/17 have previously been issued to agencies.

5.2.2.7 Maintenance interventions

As mandated by the Act, URF provides funding for the routine and periodic maintenance of both paved and unpaved roads. Periodic maintenance of paved roads includes works such as resealing, overlays sometimes mixed with minimal spot strengthening. On unpaved roads it involves mainly re-gravelling works. Routine maintenance works on paved roads include asphalt patching, shoulder recharging/resealing and drainage improvements. On unpaved roads it will involve grading, spot re-gravelling, drainage improvements and vegetation control.

Maintenance of bridges and other highway/road structures are by implication included in this funding mandate. Special works are more related to addressing unplanned emergencies that occur on the network. It should be noted that routine maintenance works on the maintainable network should be given first priority before other interventions can be considered. Additionally, agencies are encouraged to prioritize completion of ongoing projects before embarking on new ones.

5.2.2.8 Physical and financial scope and approvals

Funding of road maintenance in a designated agency shall be limited to the declared network of the agency. While URF is aware that roads under agencies have not yet been gazetted by a statutory instrument, the onus is on the respective agencies to declare its mandated network and to constantly update URF on changes occasioned by up or down grading of roads. Programs of agencies shall be limited in scope to routine and periodic maintenance of roads and approved related activities such as cost for supervision, M&E and DRC or generally operational expenses for the case of UNRA. Agencies shall prioritize to the extent possible to achieve a fair balance between periodic and routine works that accord maximum impact in terms of improving their local network condition.

Scope of intervention on Community Access Roads (CARs) shall be limited to bottleneck removal such culvert installation, mud slurry removal and spot re-gravelling. It is now a requirement that only roads in maintainable conditions should be included in programs of agencies submitted to URF for funding. For roads exceeding International Roughness Index (IRI) of 20 or where a speed of 30km/hr cannot be comfortably achieved and sustained for a greater part of their length are considered beyond maintenance. As such agencies should program them for capital interventions and seek alternative funding for them while still receive routine manual maintenance. They subsequently access URF funding after improvements in condition. In addition roads under an agency programmed under different funding must be declared to URF along with expected date for its reversal to URF funding. This obviates likely double funding and serves to ensure stability of URF funding to an agency.

5.2.2.9 Budget Performance Contract (Form B)

The performance contract highlights the deliverables for the agency for the financial year. These deliverables will be the basis for which actual budgetary allocation will be made. Currently all the work plans will be generated by the Output Budgeting tool (OBT). The deliverables in this performance contract will be the same as that presented in the performance agreement signed with URF.

5.2.2.10 Work plans requirements

The work plans will be drawn by an agency indicating how they will utilize funds allocated to the agency – IPFs. Work plan preparation and submission will follow the following procedures;

- The work plans will be drawn in quarters.
- Activities presented in the work plans will be for only qualifying works,
- in the prescribed formats,

5.2.2.11 Reporting format, schedules and feedback

The programming and accountability reporting formats have been previously provided to all Agencies and must be completed in both hard and soft copy. The forms must be completed and submitted at specific dates during the financial year. The Programming Manual (copies which are to be sent to all Agencies) includes a schedule of deadlines for submission of documents for both internal and external operations.

5.2.2.12 Releases implementation

5.2.2.12.1 Release frequency

Funds to agencies will be released on a quarterly basis. The releases will be against quarterly work plans that are extracts of the approved annual work plans. This frequency of releases derives from the agreed frequency traditionally pursued by MoFPED and gives ample time for preparation for next round of releases.

5.2.2.12.2 Key Triggers for releases

Releases to the agencies will be made against fulfilment of the following disbursement triggers shown in Table 2.0 below;

Table 2.0: Key disbursement triggers to DUCAR agencies & KCCA

S/N	Trigger Description	Key actions	Due dates	Remarks
1.0	Performance agreements clearly outlining key deliverable by the agencies in consideration of the sums to be disbursed;	Signing of the performance agreements	31 st July of every financial year	All agreed works form annexure to performance agreement
2.0	Satisfactory annual work plans with clear targets to be achieved and adequate elaboration of the methods to be applied;	Submission of Satisfactory annual work plans	1 st April of every financial year	Agencies will be required to submit only one annual work plan detailing the planned quarterly outputs.
3.0	Satisfactory physical and financial accountability of previous funding	Agencies shall be expected to submit quarterly accountabilities	30 th of the first month of the next quarter	Based on agreed format
4.0	Evidence of receipt of funds	Submission of receipts for funds disbursed for the previous rounds as a first step towards accountability	30 th of the first month of the next quarter	General receipt of Agency
5.0	Transfers to sub agencies	Submission of receipts	30 th of the first	Town Councils and

S/N	Trigger Description	Key actions	Due dates	Remarks
		showing timely transfer of funds for Town Councils and Sub counties based on a signed sub-agency agreement between the district and each of these sub-agencies	month of the next quarter	Sub counties are sub agencies of Districts
6.0	New bank accounts for the FY	Timely provision of bank account returns at the beginning of the Financial Year	31 st July of every financial year	Upon appointment of accounting officers

5.2.2.12.3 Release performance indicators

The performance of the scheduled releases shall be tracked on indicators that measure adequacy, reliability and timelines in aggregate terms. Adequacy implies the extent to which URF funding is able to satisfy the expressed and justified requirements of designated agencies. Agency requirements might be their ideal requirements which if year to year or quarter to quarter keep reducing might signal that road conditions are improving and/or that URF's funding ceiling is increasing. It is expressed as actual funding reaching an agency over the original request from the agency.

Reliability is a measure of how URF fund sticks to the agreed budget performance enshrined in performance agreements. It is a measure of the stability of the promised budget to an agency so that commitments may be financed to the latter. It is expressed as a percent of promised budget actually received by the agency. Timeliness refers to the promptness of receipt of promised funds so that all scheduled plans may be implemented in a timely manner without delay. It is measured in terms of how late funds were received beyond the allowed deadline by the agency.

In the FY2016/17, to give effect to these indicators, it is recognized that the practice of one release session per quarter shall be continued. This implies that agencies shall need to exercise maximum discipline in preparing and submitting triggering reports and documents required by URF as outlined in 2.10.2 above.

5.2.2.13 Reporting timelines

All designated agencies shall adhere to and observe the principles of quarterly reporting and accountability to URF on physical and financial progress as per timelines in Table 3.0 below. The required **MUST** be completed in both hard and soft copy and submitted as per agreed timelines.

Table 3.0: Reporting timelines for FY 2016/17

S/N	Description	Deadline
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S/N	Description	Deadline
1.0	Quarter 1 (one) accountabilities	Last working day of October 2016
2.0	Quarter 2 (two) accountabilities	Last working day of January 2017
3.0	Quarter 3 (three) accountabilities	Last working day of April 2017
4.0	Quarter 4 (four) accountabilities	Last working day of July 2017

Annex 1.0: xxx District Urban and Community Access Road Condition and Traffic data

Item No.	Road Number	Road Name	Road Class	Road length (Km)	Traffic Data (AADT)	Surface Type	Road Condition	General Remarks
DISTRICT ROADS								
SUBTOTAL - DISTRICT ROADS								
TOWN COUNCIL A								
Item No.	Road Number	Road Name	Road Class	Road length (Km)	Traffic Data (AADT)	Surface Type	Road Condition	General Remarks
SUBTOTAL - TOWN COUNCIL A								
TOWN COUNCIL B								
Item No.	Road Number	Road Name	Road Class	Road length (Km)	Traffic Data (AADT)	Surface Type	Road Condition	General Remarks
SUBTOTAL - TOWN COUNCIL B								
COMMUNITY ACCESS ROADS								
Item No.	Road Number	Road Name	Road Class	Road length (Km)	Traffic Data (AADT)	Surface Type	Road Condition	General Remarks
SUB-COUNTY A								
SUBTOTAL - SUBCOUNTY A								
SUB-COUNTY B								
SUB TOTAL - SUBCOUNTY B								

ANNEX 2.0 : PROVISIONAL ROADS MAINTENANCE BUDGET IN FY 2016/17

Vote	DISTRICT	DIST_ROADS	COMM_ROADS	MECHANICAL IMPREST DIST	TOTAL_DIST_LG	URBAN ROADS
501	Adjumani	602,322,701	89,558,001	85,788,670	777,669,372	155,169,353

502	Apac	486,901,855	76,596,465	98,584,236	662,082,557	182,525,949
503	Arua	823,304,579	159,900,227	82,469,021	1,065,673,826	
504	Bugiri	727,157,062	112,771,771	86,346,077	926,274,910	127,962,093
505	Bundibugyo	341,106,195	57,528,975	100,813,863	499,449,034	433,628,047
506	Bushenyi	373,841,394	54,726,622	72,993,104	501,561,120	
507	Busia	334,091,958	60,126,767	75,780,139	469,998,863	
508	Gulu	601,145,163	78,312,050	74,665,325	754,122,538	
509	Hoima	681,793,257	117,260,219	86,346,077	885,399,553	74,548,246
510	Iganga	502,897,070	121,740,662	88,018,298	712,656,029	101,695,091
511	Jinja	496,939,186	90,695,314	109,707,581	697,342,081	342,416,585
512	Kabale	715,199,880	94,123,192	116,953,870	926,276,942	256,756,679
513	Kabarole	557,062,878	83,729,487	153,110,940	793,903,305	525,233,512
514	Kaberamaido	309,840,780	76,182,533	86,903,484	472,926,797	76,425,252
515	Kalangala	411,572,114	53,047,108	84,116,450	548,735,672	70,875,870
516	Kampala	-	-		-	-
517	Kamuli	712,349,267	108,608,985	87,460,891	908,419,142	99,183,980
518	Kamwenge	449,583,279	79,054,643	88,018,298	616,656,220	100,841,384
519	Kanungu	344,669,589	48,840,785	124,175,367	517,685,741	349,523,375
520	Kapchorwa	202,990,588	32,713,537	87,460,891	323,165,016	93,042,305
521	Kasese	842,903,086	142,180,591	118,626,090	1,103,709,768	542,756,097
522	Katakwi	316,880,064	47,219,180	85,788,670	449,887,914	80,901,328
523	Kayunga	511,207,195	73,806,663	85,231,263	670,245,122	122,946,512
524	Kibaale	873,428,817	156,338,142	136,438,318	1,166,205,277	395,254,417
525	Kiboga	465,792,643	51,742,585	96,912,015	614,447,243	194,925,224
526	Kisoro	332,377,086	60,090,536	88,018,298	480,485,919	112,444,693
527	Kitgum	579,788,304	105,639,825	85,788,670	771,216,799	230,093,361
528	Kotido	373,942,765	62,914,388	83,559,043	520,416,195	114,895,928
529	Kumi	448,135,623	57,017,902	84,116,450	589,269,975	95,489,370
530	Kyenjojo	572,063,563	89,255,473	125,847,588	787,166,624	393,737,241

531	Lira	409,380,598	72,345,028	72,993,104	554,718,730	
532	Luwero	582,569,684	128,551,686	111,937,208	823,058,579	393,223,753
533	Masaka	339,797,422	67,943,564	71,320,884	479,061,870	
534	Masindi	497,662,907	68,143,634	71,320,884	637,127,425	
535	Mayuge	659,700,920	118,247,136	87,460,891	865,408,947	96,617,143
536	Mbale	488,133,397	108,835,973	91,362,739	688,332,109	90,548,022
537	Mbarara	518,947,127	82,509,051	75,780,139	677,236,316	
538	Moroto	293,785,836	46,319,264	70,206,070	410,311,170	
539	Moyo	514,581,247	112,556,311	85,231,263	712,368,821	157,567,140
540	Mpigi	403,601,733	57,781,670	84,116,450	545,499,853	165,468,569
541	Mubende	817,997,086	142,635,649	90,805,332	1,051,438,067	161,592,308
542	Mukono	708,491,719	109,013,222	75,222,732	892,727,673	
543	Nakapiripirit	422,122,448	80,249,392	84,673,857	587,045,696	65,156,303
544	Nakasongola	457,848,912	53,623,939	110,822,395	622,295,246	255,340,162
545	Nebbi	593,218,951	79,720,470	100,813,863	773,753,285	258,473,606
546	Ntungamo	602,564,218	103,744,961	114,166,836	820,476,015	238,438,000
547	Pader	465,369,205	63,923,938	86,903,484	616,196,628	96,131,819
548	Paliisa	466,970,275	77,926,269	90,805,332	635,701,876	145,732,290
549	Rakai	950,298,120	160,561,213	116,953,870	1,227,813,203	885,175,776
550	Rukungiri	419,549,650	74,334,232	72,993,104	566,876,987	
551	Sembabule	474,906,687	82,474,388	96,912,015	654,293,090	157,207,339
552	Sironko	370,389,367	64,637,956	104,158,304	539,185,627	175,744,649
553	Soroti	449,367,875	66,230,633	71,878,291	587,476,800	-
554	Tororo	569,857,642	97,050,363	103,043,491	769,951,496	182,511,107
555	Wakiso	1,334,251,757	273,946,244	263,472,694	1,871,670,696	2,514,357,831
556	Yumbe	575,421,101	144,569,356	87,460,891	807,451,347	258,354,769
557	Butaleja	292,104,513	47,492,727	99,141,643	438,738,883	173,572,010
558	Ibanda	332,006,273	76,088,343	125,290,181	533,384,797	445,178,778
559	Kaabong	610,937,666	109,884,657	87,460,891	808,283,214	122,972,308
560	Isingiro	582,945,630	97,904,875	114,166,836	795,017,341	304,855,754
561	Kaliro	348,264,675	47,473,510	83,559,043	479,297,228	92,756,986

562	Kihurura	533,969,211	85,558,407	114,724,243	734,251,861	305,903,837
563	Koboko	306,697,245	62,039,727	84,116,450	452,853,421	193,360,098
564	Amolator	276,769,635	51,308,418	98,584,236	426,662,289	169,073,877
565	Amuria	467,767,053	93,510,534	85,788,670	647,066,257	78,332,167
566	Manafwa	451,457,905	95,437,182	109,174,966	656,070,052	186,071,948
567	Bukwo	214,617,092	26,945,293	86,903,484	328,465,869	68,666,981
568	Mityana	426,660,595	72,805,032	86,903,484	586,369,110	187,209,425
569	Nakaseke	417,411,078	73,158,825	137,528,340	628,098,243	373,612,006
570	Amuru	373,986,510	72,592,473	85,231,263	531,810,247	155,763,374
571	Budaka	300,257,119	38,595,578	87,460,891	426,313,587	118,911,740
572	Oyam	471,320,265	76,573,692	86,903,484	634,797,440	102,227,364
573	Abim	237,118,080	37,409,061	83,559,043	358,086,183	110,126,827
574	Namutumba	303,904,538	62,007,190	84,116,450	450,028,178	90,800,579
575	Dokolo	313,217,812	48,872,163	86,346,077	448,436,052	121,465,422
576	Bullisa	219,548,486	33,919,790	84,116,450	337,584,726	88,816,912
577	Maracha	371,711,482	61,255,026	84,673,857	517,640,365	87,312,679
578	Bukedea	269,180,169	43,362,983	83,559,043	396,102,194	178,329,475
579	Bududa	248,703,643	49,389,655	89,133,111	387,226,408	66,129,499
580	Lyatonde	241,258,470	27,385,156	83,559,043	352,202,669	80,767,200
581	Amudat	228,796,783	30,579,096	82,444,229	341,820,108	87,250,192
582	Buikwe	506,812,196	93,375,068	123,617,961	723,805,224	653,596,508
583	Buyende	377,489,831	62,030,397	83,559,043	523,079,271	104,831,941
584	Kyegegwa	290,411,798	54,983,446	84,673,857	430,069,101	99,651,055
585	Lamwo	416,693,213	70,994,991	98,584,236	586,272,439	153,067,981
586	Otuke	245,468,470	28,872,376	83,559,043	357,899,889	92,152,131
587	Zombo	288,001,130	43,320,788	98,026,829	429,348,747	225,134,240
588	Alebtong	346,317,464	67,101,912	85,231,263	498,650,639	97,809,597
589	Bulambuli	212,786,694	32,209,044	101,928,677	346,924,414	171,198,409
590	Buvuma	442,934,579	52,799,471	83,001,636	578,735,686	89,583,996

591	Gomba	319,927,253	59,340,609	83,001,636	462,269,498	77,917,208
592	Kiryandongo	479,041,420	80,470,695	108,592,767	668,104,883	567,948,078
593	Luuka	321,309,318	67,856,945	84,673,857	473,840,120	109,828,794
594	Namayingo	442,133,673	72,643,095	84,116,450	598,893,218	119,264,535
595	Ntoroko	224,342,641	34,485,293	122,503,147	381,331,081	364,589,937
596	Serere	366,837,902	68,711,226	98,026,829	533,575,957	206,236,835
597	Kyankwazi	315,252,197	47,610,240	97,469,422	460,331,859	181,003,228
598	Kalungu	365,466,531	55,301,684	95,797,202	516,565,417	198,273,170
599	Lwengo	369,560,747	55,990,604	96,912,015	522,463,366	188,985,196
600	Bukomansimbi	299,890,605	42,170,525	83,001,636	425,062,766	88,539,699
601	Mitooma	283,303,269	64,263,497	99,141,643	446,708,409	154,177,196
602	Rubirizi	223,434,222	38,668,917	98,584,236	360,687,375	144,499,827
603	Ngora	264,899,301	45,244,518	83,001,636	393,145,455	69,974,849
604	Napak	378,947,033	54,553,377	84,673,857	518,174,267	81,952,327
605	Kibuuku	264,899,301	42,140,391	85,788,670	392,828,363	76,551,987
606	Nwoya	275,595,663	31,280,279	83,001,636	389,877,578	71,966,931
607	Kole	349,010,825	57,843,275	83,559,043	490,413,143	67,757,969
608	Butambala	192,775,853	33,311,213	83,559,043	309,646,109	117,428,236
609	Sheema	353,782,425	62,904,244	110,822,395	527,509,063	315,157,833
610	Buhweju	200,434,635	35,928,058	84,673,857	321,036,550	74,669,126
611	Agago	468,782,321	76,508,647	113,609,429	658,900,396	303,563,780
612	Kween	201,425,872	35,528,916	86,346,077	323,300,865	72,254,423
	TOTAL DISTRICTS	48,306,654,135	8,169,591,303	10,500,339,537	66,976,584,975	20,899,946,943
751	Arua	1,041,761,265		67,976,443	1,109,737,708	
752	Entebbe	1,509,440,341		67,976,443	1,577,416,784	

753	FortPortal	901,605,520		67,976,443	969,581,963
754	Gulu	1,357,175,734		67,976,443	1,425,152,177
755	Jinja	1,339,849,927		67,976,443	1,407,826,370
757	Kabale	979,390,602		67,976,443	1,047,367,045
758	Lira	1,331,169,685		67,976,443	1,399,146,128
759	Masaka	1,071,789,708		67,976,443	1,139,766,151
760	Mbale	1,170,726,554		67,976,443	1,238,702,997
761	Mbarara	1,125,569,242		67,976,443	1,193,545,685
762	Moroto	564,660,493		67,976,443	632,636,936
763	Soroti	1,211,131,394		67,976,443	1,279,107,837
764	Tororo	694,163,043		67,976,443	762,139,486
770	Kasese	1,008,345,891		67,976,443	1,076,322,334
771	Hoima	787,125,406		67,976,443	855,101,848
772	Mukono	898,956,463		67,976,443	966,932,906
773	Iganga	700,086,956		67,976,443	768,063,399
774	Masindi	650,946,068		67,976,443	718,922,511
775	Ntungamo	586,073,461		67,976,443	654,049,904
776	Busia	685,345,739		67,976,443	753,322,182
777	Bushenyi - Ishaka	780,602,002		67,976,443	848,578,445
778	Rukungiri	667,699,276		67,976,443	735,675,719
TOTAL	MUNICIPALITIES	21,063,614,771		1,495,481,745	22,559,096,516

Annex 3.o: TOWN COUNCILS IPFS- FY 2016/17

S/N	DISTRICT	TOWN COUNCIL	FINAL FY 2015/16
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1	Adjumani	Adjumani	155,169,353
2	Apac	Apac	95,410,131
3		Aduku	87,115,818
4	Bugiri	Bugiri	127,962,093
5	Bundibugyo	Bundibugyo	335,334,780
6		Nyahuka	98,293,267
7	Hoima	Kigorobyia	74,548,246
8	Iganga	Busembatya	101,695,091
9	Jinja	Bugembe	149,209,021
10		Buwenge	106,931,815
11		Kakira	86,275,748
12	Kabale	Hamurwa	69,936,624
13		Muhanga	82,558,230
14		Katuna	104,261,826
15	Kabarole	Kibiito	91,347,018
16		Rwimi	94,588,274
17		Kijura	87,350,305
18		Rubona	83,019,319
19		Kiko	86,445,803
20		Karago	82,482,794
21	Kaberamaido	Kaberamaido	76,425,252
22	Kalangala	Kalangala	70,875,870
23	Kamuli	Kamuli	99,183,980
24	Kamwenge	Kamwenge	100,841,384
25	Kanungu	Kanungu	98,995,496
26		Kihihi	110,024,035
27		Butogota	75,371,822
28		Kambuga	65,132,022
29	Kapchorwa	Kapchorwa	93,042,305
30	Kasese	Hima	142,334,198
31		Katwe-Kabatoro	296,610,339
32		Mpondwe-Lhubiriha	103,811,559
33	Katakwi	Katakwi	80,901,328
34	Kayunga	Kayunga	122,946,512
35	Kibale	Kibaale	87,754,638
36		Kagadi	118,774,728

37		Kakumiro	89,050,117
38		Muhoro	99,674,933
39	Kiboga	Kiboga	106,371,526
40		Bukomero	88,553,699
41	Kisoro	Kisoro	112,444,693
42	Kitgum	Kitgum	230,093,361
43	Kotido	Kotido	114,895,928
44	Kumi	Kumi	95,489,370
45	Kyenjojo	Kyenjojo	127,366,134
46		Katooke	91,967,401
47		Butunduzi	91,537,951
48		Kyarusenzi	82,865,755
49	Luwero	Luwero	142,296,539
50		Bombo	127,159,033
51		Wobulenzi	123,768,181
52	Mayuge	Mayuge	96,617,143
53	Mbale	Nakaloke	90,548,022
54	Moyo	Moyo	157,567,140
55	Mpigi	Mpigi	165,468,569
56	Mubende	Mubende	161,592,308
57	Nakapiripirit	Nakapiripirit	65,156,303
58	Nakasongola	Nakasongola	77,285,592
59		Migeera TC	71,620,238
60		Kakooge	106,434,332
61	Nebbi	Nebbi	137,591,367
62		Pakwach	120,882,239
63	Ntungamo	Rwashameire	70,584,912
64		Rubare	81,556,897
65		Kitwe	86,296,192
66	Pader	Pader	96,131,819
67	Pallisa	Pallisa	145,732,290
68	Rakai	Rakai	74,324,276
69		Kyotera	352,664,075
70		Kalisizo	458,187,426
71	Sembabule	Sembabule	74,673,717
72		Matete	82,533,622

73	Sironko	Sironko	96,237,804
74		Budadiri	79,506,845
75	Tororo	Nagongera	99,823,787
76		Malaba	82,687,320
77	Wakiso	Wakiso	271,605,454
78		Nansana	942,723,022
79		Kakiri	100,241,683
80		Kira	1,029,485,926
81		Namayumba	86,073,416
82		Masulita	84,228,331
83	Yumbe	Yumbe	258,354,769
84	Butaleja	Butaleja	79,464,685
85		Busolwe	94,107,325
86	Ibanda	Ibanda	141,803,414
87		Ishongororo	131,628,375
88		Rushango	89,556,422
89		Igorora	82,190,566
90	Kaabong	Kaabong	122,972,308
91	Isingiro	Isingiro	131,880,627
92		Kaberebere	85,710,117
93		Kabuyanda	87,265,010
94	Kaliro	Kaliro	92,756,986
95	Kiruhura	Kiruhura	105,389,079
96		Sanga	103,797,470
97		Kazo	96,717,287
98	Koboko	Koboko	193,360,098
99	Amolatar	Amolatar	99,045,767
100		Namasale	70,028,110
101	Amuria	Amuria	78,332,167
102	Manafa	Manafa	101,326,217
103		Lwakaka	84,745,731
104	Bukwo	Bukwo	68,666,981
105	Mityana	Mityana	187,209,425
106	Nakaseke	Nakaseke	69,224,520
107		Butalangu	75,417,198
108		Semuto	82,780,103

109		Ngoma	71,182,004
110		Kiwoko	75,008,182
111	Amuru	Amuru	155,763,374
112	Budaka	Budaka	118,911,740
113	Oyamu	Oyam	102,227,364
114	Abim	Abim	110,126,827
115	Namutumba	Namutumba	90,800,579
116	Dokolo	Dokolo	121,465,422
117	Bulisa	Buliisa	88,816,912
118	Maracha	Marach	87,312,679
119	Bukedea	Bukedea	178,329,475
120	Bududa	Bududa	66,129,499
121	Lyantonde	Lyantonde	80,767,200
122	Amudat	Amudat	87,250,192
123	Buikwe	Buikwe	102,050,595
124		Lugazi	171,989,166
125		Njeru	267,435,402
126		Nkokonjeru	112,121,344
127	Buyende	Buyende	104,831,941
128	Kyegegwa	Kyegegwa	99,651,055
129	Lamwo	Lamwo	86,275,748
130		Padibe	66,792,232
131	Otuke	Otuke	92,152,131
132	Zombo	Zombo	80,079,744
133		Paidha	145,054,496
134	Albetong	Albetong	97,809,597
135	Bulambuli	Muyembe	98,704,869
136		Bulegeni	72,493,540
137	Buvuma	Buvuma	89,583,996
138	Gomba	Kanoni	77,917,208
139	Kiryandongo	Kiryandongo	125,585,366
140		Bweyale	293,020,679
141		Kigumba	149,342,033
142	Luuka	Luuka	109,828,794
143	Namayingo	Namayingo	119,264,535
144	Ntoroko	Rwebisengo	92,603,234

145		Kanara	76,683,168
146		Karugutu	91,076,824
147		Kibuku	104,226,711
148	Serere	Serere	125,580,470
149		Kasiro	80,656,366
150	Kyankwanzi	Butemba	96,816,262
151		Ntwetwe	84,186,966
152	Kalungu	Kalungu	98,496,306
153		Lukaya	99,776,863
154	Lwengo	Lwengo	83,505,557
155		Kyazanga	105,479,638
156	Bukomansimbi	Bukomansimbi	88,539,699
157	Mitooma	Mitooma	77,751,944
158		Kashensero	76,425,252
159	Rubirizi	Rubirizi	70,091,456
160		Katerera	74,408,371
	Ngora	Ngora	69,974,849
162	Napak	Lorengecora	81,952,327
163	Kibuuku	Kibuku	76,551,987
164	Nwoya	Anaka	71,966,931
165	Kole	Ayer	67,757,969
166	Butambala	Gombe	117,428,236
167	Sheema	Kibingo	114,250,625
168		Kabwohe-Itendero	111,164,116
169		Bugonji	89,743,092
170	Buhweju	Nsiika	74,669,126
171	Agago	Lokole	119,675,883
172		Patongo	83,040,511
173		Kalongo	100,847,387
174	Kween	Binyiny	72,254,423
	Total		20,899,946,943

Annex 4.o: Schedule of Key Dates for Program Timelines

No Later than	This activity takes place	Responsible	Ref. in Manual
	ROAD USER CHARGE SETTING		

No Later than	This activity takes place	Responsible	Ref. in Manual
15-Sep	Review of RUC income in current year to date to make preliminary assessment of income FY+1	RF	
	Estimate of Road User Charge revenues needed to fund expected expenditure FY+1	RF	
15-Mar	Recommend the Road Tariff for FY+1	Board	4.4
15-May	Legislate RUCs for FY+1	Minister	4.4
	MONITORING		
	Monitoring Collection of Fuel Levy	RF	
	Monitoring Collection of other RUCs	RF	
	Monitoring Technical Performance of Agencies	RF	
	Monitoring Road Condition	Agencies	
	PLANNING FOR YEAR AHEAD (FY +1)		
30-Aug	UNRA submits needs assessment and three-year rolling plan for the forward financial years to the Board	UNRA	5.6.1
30-Sep	Preparation of Budget estimate for FY+1	RF	
15-Oct	Estimate of Budget available to each Agency announced by Board	Board	5.6.2
	Preparation of Annual Road Maintenance Programmes by Agencies; in conjunction with RF - liaison / coordination / workshops	Agencies / RF	
15-Mar	Submission of Final Road Maintenance Expenditure Programmes by Agencies.	Agencies	5.6.3
	Programme to include procurement plans	Agencies	5.8, 8.6
	Programme to include Routine and Periodic Maintenance plans	Agencies	
30-Apr	URF review Programmes; and prepare Consolidated Annual Road Maintenance Programme and Expenditure Plan	RF	
30-Apr	URF prepare Performance Statement	RF	
15-May	Board Approve Annual Road Expenditure Programme	Board	5.10.3, 9.5
15-May	Board Approve Annual Performance Statement	Board	
30-May	Board announce Budget to Agencies	Board	
	REVIEW OF CURRENT YEAR BUDGET		
15-Nov	Agencies review current spend and submit adjustments for December review	Agencies	10.9
15-Dec	RF Review submissions and adjust in line with RUC income review	RF	10.8
15-Mar	Agencies review current spend and submit adjustments for April review	Agencies	10.9
15-Apr	RF Review submissions and adjust in line with RUC income review	RF	10.8
	CONTINUOUS ACTIVITIES		
15th of each month	Collection of Road User Charges by URA and Transfer to Road Fund Account	URA	
15th of the 1 st month of the Quarter	Disbursement of Funds to Agencies	RF	9.9
15th of the 1 st month of the Quarter	Reporting on use of funds and implementation of annual maintenance programmes for the preceding Quarter	Agencies	9.7, 11.9
	ANNUAL ACCOUNTS		

No Later than	This activity takes place	Responsible	Ref. in Manual
30-Jul	Submission of final accounts by agencies	Agencies	
15-Aug	Year-End reconciliation of Allocations	URF	12.5
30-Aug	Preparation of annual accounts for submission to Board	URF	
	AUDITING		
30-Sep	Annual Audit of RF Accounts by Auditor General's Office	Auditor General	
15-Oct	Discussion of Annual Audit Report	Board	
	REPORTING		
30-Jul	Agencies forward annual reports to secretariat	Agencies	11.9
30-Oct	Preparation of RF Annual Report	URF	
15-Oct	Board approval of Final Report	Board	
15-Dec	Submission of RF Annual Report to the Minister of FP&ED	Board	
15-Feb	Minister of FP&ED submits to parliament	MFP&ED	