

THE

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CONTRACTOR UGANDA

This magazine is a publication of Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)

THEME: PARTNERSHIPS AND COLLABORATIONS

2021 ELECTIONS: Construction Votes can make an impact

ETHICS: The role of CEOs in building an ethical organization

BIDS: Preparation of a qualifying bid



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THE CONTRACTOR UGANDA

The Contractor Magazine is a quarterly publication that acts as the voice for the construction industry. We print and distribute The Contractor free of charge to UNABCEC members and all stakeholders in the construction industry, international and local partners, ministries, departments and agencies, works and technical officers of all central and local Government entities, Members of Parliament, banks, embassies, academic institutions and the general public. We highlight issues and possible solutions relating to the construction business community. Visit our website today to access soft copies of the recent issues.

Call for articles

All articles on construction experiences, opinions on developing the industry, policy advocacy, promoting tomorrow's construction professionals or technological advancement are highly welcome. Email your article to: programs@unabceec.co.ug

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Editorial

Together, contractors can do more

It is no doubt that the road infrastructure in the country has greatly improved. I was amazed to drive on tarmac from Kampala to Moroto recently, with an exception of the ongoing road rehabilitation works on the Nakalama-Tirinyi-Mbale road. Whereas this is evidence of a growing contractor base in the country, the question is how many of those road construction projects are being undertaken by indigenous Ugandan companies?

During the UNABCEC guided media tour to eastern Uganda projects, one thing was evident; the big international firms were in partnership with national contractors to accomplish their projects. In fact, Dott Services applauded the excellent work done by the national subcontracting company.

This is why during the members' engagement forum at the end of 2019, contractors with one voice called on

strengthening partnerships between international and local contractors. And this is what our theme for this quarterly magazine calls for; partnerships and collaborations.

In addition to collaborations, it is also important for companies to give apprenticeship opportunities to graduates to boost their knowledge. One such recent graduate Mercy Alupo shares with us how that opportunity has opened doors for her in the world of work.

You could be what that young engineer needs to start their career in construction and like the saying goes, a candle does not lose anything in lighting another.

As usual, find this and more of our well packaged articles in this issue of your favourite magazine.

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PURPOSE AND SELF-DRIVE ARE ALL GIRLS NEED TO SUCCEED

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To Babirye, it was clear from a young age that she would make a career in Civil Engineering.

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Digitisation is the process of converting information from a physical format into a digital one especially to improve efficiency and effectiveness of organisation processes.

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The issue regarding the limited economic engagement of women in construction has been a concern for many years. The gender disparity has attracted stakeholders' attention.

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Construction is one of the oldest industries that has been entrusted throughout the generations with the task of transforming society's ideas and needs into workable infrastructure solutions. Prior to the Industrial Revolution, each construction project was undertaken by a master builder who was tasked with both design and construction.

About UNABCEC

Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) is a 27-year-old non-profit, non-political, member-driven national trade association representing genuine companies and organisations engaged in construction contracting in Uganda.

With a new strategy of 2020-2024, UNABCEC is taking new steps in improving performance of the construction contracting sector by championing better regulation and enhancing operational integrity.

Services offered to members

We continue to promote and protect the shared interests of our members and

- the industry at large through;
- lobbying and policy advocacy,
 - education and research,
 - networking and events,
 - provision of discount programs,
 - graduate training program,
 - publishing the Contractor Magazine,
 - recommendations to genuine suppliers and manufacturers,
 - recommendations to clients, among others,
 - circulation of tender information,
 - operating the UNABCEC SACCO, and
 - dispute resolution.

Joining UNABCEC

All genuine players in Uganda's construction industry should count on UN-

ABCEC to deliver the resources that help them make better business decisions, provide excellent customer service, and take advantage of innovative technology.

Categories of Membership

1. Building and civil engineering contractors
2. Mechanical and electrical contractors.
3. Suppliers and manufacturers of construction materials and equipment
4. Associate membership (tertiary institutions, Insurance companies and other stakeholders)

Participate in shaping the industry by joining your association today!

Membership to Certified Bodies



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International Partners



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UNABCEC

UNABCEC_UG

President's *Message*

HOW TO GET THE CONSTRUCTION SECTOR WORKING Invite domestic companies to the dinner table...



As we begin 2020, I am both excited and saddened. I am very excited about the future and where UNABCEC is headed as we continue to make strides on behalf of genuine contractors in Uganda and our construction industry as a whole. UNABCEC is a member-driven organisation, wherein every member has an equal voice and an opportunity to participate and make a difference. I would encourage all of you to participate at whatever level you feel is appropriate. The time you spend will be valuable to you, your company, and our industry as a whole.

Last year, President Yoweri Museveni together with the Chinese deputy premier, Mr. Wang Yang, commissioned the UGX 1.7 trillion, 51-kilometer Kampala – Entebbe expressway constructed by **CCCC First Highway Engineering Company Limited** which is an infrastructure construction business subsidiary of **China Communications Construction Company**.

The road is the icing on the cake for works being done by international contractors who have dominated the construction industry in Uganda. Analysing the data from UNRA's annual report for FY 2018 - 2019, 72% of the signed contracts amounts went to foreign contractors and only 28% to national and resident providers in terms of subcontracting and threshold system.

Nonetheless, Uganda's taxpayers are footing the bill and will be on the hook for a growing debt being used to build these roads. But the domestic construction industry is not getting a piece of the action nor is it developing the capacity to maintain these roads. Instead, most of the funding is going to foreign contractors who have no interests whatsoever in developing Uganda but their countries. Part of the funds that build these roads come directly from Uganda government coffers.

National contractors lobbied the government for a national reservation

scheme that would see them participate more in the construction industry.

We finally got reservation guidelines in March 2017 when the Public Procurement and Disposal of Public Assets Authority (PPDA) issued a guide to all entities setting a reservation threshold of and mandatory provision for subcontracting on projects above the set thresholds.

However, less than a year later, in February 2018, the same authority repealed that guideline. The threshold and mandatory subcontracting was retained but now opened to up to any firm that has been incorporated in Uganda for at least two years thus calling upon more foreigners to compete for the small cake that was meant for Ugandan citizen-owned firms.

What this implies is that there is no reservation for a domestic firm. The new guideline repealed the former before it was even tested. Most far east citizen-owned firms have and will continue to incorporate subsidiaries in Uganda and will be able to trade between themselves and continue taking all the profits away from Uganda.

To domestic contractors

Having mentioned it all, we cannot as Africans keep lamenting and being prisoners of sorrow all the time. We better use our minds and hearts to do things ourselves. Let us not wait to be invited; let us invite ourselves to the dinner table so that we can be noticed.

"A call for domestic contractors and engineers to actively engage in the coming elections and talk to their elected leaders to put this sector demands in action.

Right now, people are on the table eating silos whereas we are under the table fighting over crumbs. We

are supposed to be at the table sharing the real meal or at least learning how to chew the heavy meals.

To foreign contractors

Needless to say, UNABCEC has advocated for more domestic construction company participation in our industry. **We consider that this is not a focus against foreigners, nor some xenophobic tendencies.** We trust that you appreciate that promoting domestic construction participation is a serious measure meant to develop the domestic economy.

A hungry and poor man has no morals to tie him down. Poverty makes him angry and anger knows no bounds. If one has not eaten for a long time and they see you holding cakes in both hands, they will grab and take the cakes, even if it means cutting off your hands.

But that is not what we want. In order to promote satisfaction and inclusion, invite us to dine with you. We do not need a lot; we need little by little that will enable us grow with time.

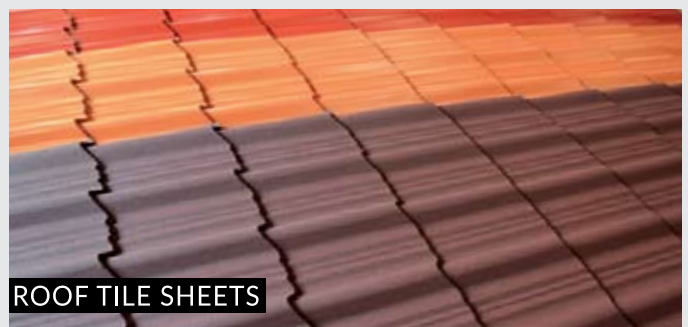
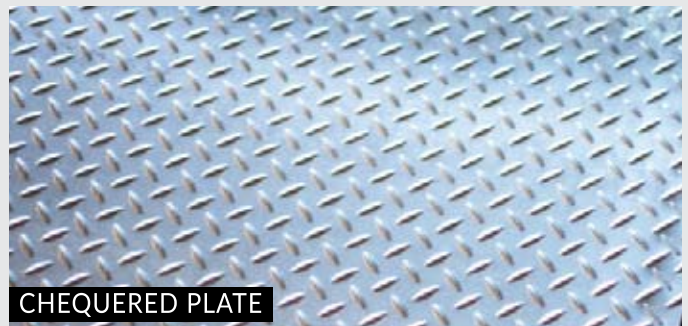
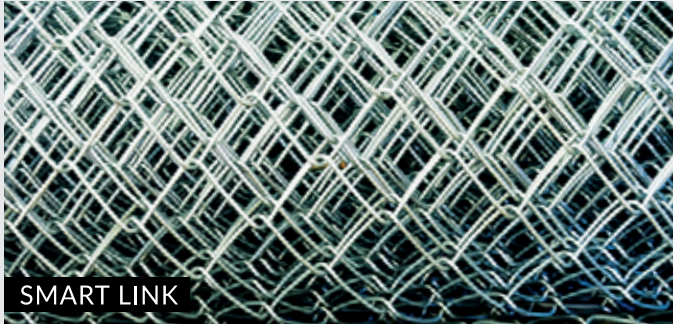
To government

We continue to appeal to the government to make deliberate efforts to build local capacity. It is untenable that a small population of foreigners should have the lion's share of the industry. We believe that the following five interventions, once implemented, will see the construction industry developed with a strong and sustainable local construction sector, increased employment opportunities as well as increased revenue;

1. To entrench the National Reservation Scheme with exclusive thresholds in procurement of works: UGX 25Billion for all roads and bridge works and UGX 10Billion for all other works be given to companies 100% owned by citizens of Uganda (national providers) or East Africa (provided similar benefit is accorded to Uganda citizen), UGX 25-50 billion for all road and bridge works and UGX 10-20Billion for

CONTINUED ON PAGE 6

It takes **INNOVATION** to lay the foundation for future generations.





FROM PAGE 4

all other civil works be given to both national and resident providers (Resident providers shall be incorporated in Uganda and operating with profit for minimum 7 years) and qualification requirements of annual turnover and similar works previously executed ought to be half of the expected value of works.

2. To entrench sub-contracting up to 30% of actual works on all development projects. To ensure that “foreign service providers” ought to partner with “domestic service providers” through “sub-contracting, or joint-venture” on all infrastructure projects whose values are above national reservation threshold. The providers should be selected sub-contractors, who are solicited from a recommended list in the tender documents or nominated by the client or client’s agent to undertake specified aspects of the main contract.

3. To entrench mandatory placement of graduate interns. This is aimed at transferring skills to Ugandan youth by all construction companies operating in Uganda. Award training points for each graduate trained and registered in his profession to the company as a preference scheme during evaluation of bids.

4. Establish a Construction Industry Development Fund. The concept is to be dedicated towards the development of the industry for supporting the development of broad-based economic

empowerment of domestic contractors undertaking government projects. If the construction levy is introduced, then the URA stamp duty of 1% on guarantees should be abolished. The fund would be managed by construction development committee of the Ministry of Works with such financial institutions and fund managers as the committee may appoint. The committee would establish criteria for the application and disbursement of money from the development fund.

5. EITHER: Initiate four batches of roads totalling 600km to execute them by using the concept of technology transfer by management contracting Ugandan citizen companies as they build their capacities. Government would engage an international construction firm for each batch of roads of 150km and international firms would engage certified domestic companies as sub-contractors on the entire project tasks while international firm concentrates efforts on managing project operations rather than employing direct labour and equipment to undertake construction work. The successful international firm would be responsible for managing the project such as contract administration with clients, project financing, imported material and equipment procuring for the domestic contractors and monitoring the project progress. Accordingly, we propose to have four batches every year each with five domestic firms each responsible for 10km every year, then

upgraded to 20km in the final year. Each batch shall have two additional domestic providers for establishing and running a stone quarry, and for design and supervision services.

OR: Initiate a 10-year strategic programme with total of 1,850km as Affirmative Road Development Pilot Projects to deliberate training to prime national providers for execution of real paved works thus reduce the unit cost of paved roads. This would address the critical need for domestic paved roads construction providers and impact to stimulate further investment in equipment and human resource assets for domestic contractors. Every year, you would engage 8 firms each contracted for 5km in Level I, then graduated to 10km in level II and finally 20km in Level III. Promotion from Level I to III is based upon good performance that include equipment owned and graduates and youth trained and employed.

UNABCEC continues to be encouraged by the President and his NRM government’s commitment to improving our nation’s infrastructure and we look forward to working with them and promote domestic construction participation to develop the local economy through employment creation and foreign exchange retention.

Francis Karuhanga
UNABCEC President

Executive Director's *Message*

“MAKE THE MOST OUT OF YOUR ASSOCIATION MEMBERSHIP”

When it comes to your company's bottomline, your membership in UNABCEC pays dividends. These value-added discounts will give you competitive advantage over your competition. At UNABCEC, one of our mandates is to pursue collective bargaining on behalf of our members. We provide members access to high quality services, latest technology and top-of-the-line products. From discounts on heavy equipment to construction supplies and construction management solutions, UNABCEC has partnered with some of the best providers and signed memoranda of understanding to give you the best value for your money and improve your business operations.

Suffer no more

Enjoy the benefits offered by suppliers of construction materials and equipment under the partnerships that UNABCEC has secured exclusively for her members, including;

- 1.** A 5% subsidy on financing through NC Bank, a two-year extended warranty, two free services, one-year comprehensive insurance cover, complimentary mechanic/operator training in Nairobi for every JCB equipment bought from Ganatra Plant & Equipment Ltd.
- 2.** A 5% discount on locally manufactured products by Africa Road Furniture, which include; traffic control signs, factory and institution safety labels, car reflector plates, screen printed products and concrete marker posts, among others.
- 3.** A 10% discount on tyres for 4X4 & SUV cars, 7% discount on passenger car and truck tyres and 5% discount on off the road tyres supplied by Tyre Express (u) Limited.
- 4.** A free Yamaha motorcycle and UGX3m worth of fuel for every 2.8cc Hilux double cabin purchased from Toyota Uganda Limited.
- 5.** 20% discount on safety footwear industrials (safety shoes and industrial gum boots) worth UGX2m and above or 25 pairs and more of the products from Bata Shoe Company (u) Limited.

To UNABCEC Members

In this 2020, we promise improved service delivery as we strive to work in your favour. We are here to serve you. Make use of us. Take advantage of the above and more services offered by your association. Reach out to the secretariat today for more details on how your Association can further help you with the daily running of your organisation as you concentrate on the core business with minimum disruptions.

As an umbrella body of genuine players, our

As an umbrella body of genuine players, our promise of quality service to members is the same promise our members are encouraged to extend to their own clients so that they continue to distinguish themselves as paragons of quality service in the provision of construction services in our country.

promise of quality service to members is the same promise our members are encouraged to extend to their own clients so that they continue to distinguish themselves as paragons of quality service in the provision of construction services in our country.

I would like to welcome the following genuine players in the construction industry who have taken a perfect decision to join the Voice of the Construction Industry in the last 3 quarters of 2019;

- Mejaruda Enterprises Co. Ltd
- Apomu International Ltd
- Build Base Associates (U) Ltd
- Crystal Consults (U) Ltd
- Riteway Solutions Limited
- CMD Investments Limited
- Shepherds Services (U) Ltd
- Juscona Enterprises (U) Limited
- Continuum Engineering Limited
- Nato Engineering Company Ltd
- Sarick Construction Ltd
- Kuka (U) Ltd
- VCON Construction (U) Ltd
- SBI International Holdings AG
- Uni Engineers Uganda Limited
- Measurement Solutions Limited
- NSI Water Ltd
- Mantrac Uganda Limited
- Fabrication Systems (U) Ltd
- Achelis (U) Limited
- Davis & Shirtliff International Ltd
- Ganatra Plant & Equipment Limited
- Kansai Plascon (U) Limited
- Yogi steels limited
- Stirling Civil Engineering Limited

To potential members

Great things come to those who strive to make them happen. Become a construction advocate by joining the bigger voice - UNABCEC today. Be part of the cause that will shape the future of the construction industry by participating in your association's activities. Engage with a network of industry peers to address key issues impacting you and your business.

To UNABCEC veterans

Return home. As the saying goes, there is power in numbers. One bigger voice is better than a million independent cries. Your voice in the construction industry has a great impact. Your experience in the industry can help guide the policymakers in government. Return home today under the Presidential Pardon, which waived subscription arrears of UNABCEC old members.



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Karuhanga
President



Sybella
Namirembe
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2007 - 2013



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Ibrahim Kasiita
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Mike Serunkuuma
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Assistant**



UNABCEC

UNRA'S GROW CAMPAIGN:

What every contractor must know

Mark Ssali >> Head Public & Corporate Affairs-UNRA



In June last year, Uganda National Roads Authority embarked on a campaign to plant 1 million trees in the next two years. The campaign named The Grow Green Right Of Way (GROW) Campaign, targets a total of 10 million trees along the national roads in a 10-year period. Every contractor is particularly encouraged to be keen about the campaign as per the excerpts below.

It's been approximately six months since the Green campaign was launched, how far are you in achieving the 10 million trees target in 10 years?

In collaboration with the National Forestry Authority (NFA), UNRA has established Tree Banks across the country to generate appropriate tree saplings (1.5m height, and girth >2cm). Currently, there are 21 operational tree banks for the 21 UNRA stations nurturing approximately 70,000 tree saplings each rainy season. Only 200km was planted for the last rainy season.

For the March-May rains of 2020, UNRA is planting 457km of roads including; Mbarara-Isingiro (16km), Kabale-Ntungamo-Ntungamo (80km), Mpigi-Lwera (50km), Arua-Koboko (50km), Jinja-Kamuli (60km), Masaka-Lwera (25km), Moroto-Akisim (40km), Lira-Kamdingi (30km), Masindi-Kafu (25km), Tororo-Mbale (26km), Fort Portal-Kyenjojo (30km), Mbale-Tirinyi (25km).

For the Northern and cattle corridor, research has just been concluded on the right tree stem-cuttings that will be planted to counteract the seasonal fires and long dry spells.

Usually most road construction activities cause the cutting of several trees to pave way for the roads, is there a way this can be minimized?

UNRA conducts the Environmental and Social Impact Assessments on all proposed road upgrade projects for the purpose of identifying and analyzing all potential impacts of the project on the environment. Impacts with significant effects are mitigated while following the mitigation hierarchy, i.e, Avoidance, Minimization, Restoration and Offsetting. Much attention is put on how to maintain the existing tree cover alongside road construction. Sometimes for purposes of road safety and durability, some tree cutting becomes unavoidable, however these are normally planned for replacement during restoration.

UNRA has embarked on research on how to transplant mature trees that have existed for years within the proposed road corridors. This will enable us to preserve and re-plant the same trees soon after road construction.

But also, what should contractors take note of when constructing roads in order to preserve the green cover?

All contractors are aware of the GROW Programme and we urge them to prioritize tree maintenance since raising trees from seedlings is a difficult task.

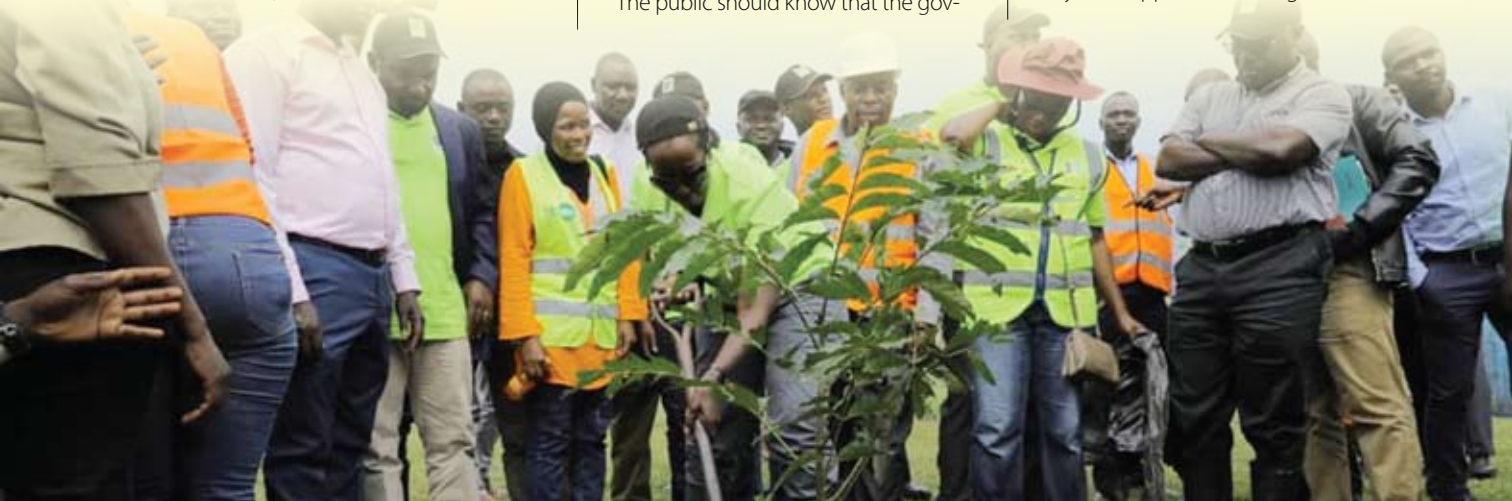
What should the public know about this campaign and how can they support it?

The public should know that the gov-

ernment and UNRA have committed a lot of time to research and resources to come up with various solutions that can enable successful tree planting. We appeal for their support since most challenges such as domestic-animal damage and tree-uprooting come from communities where these trees are left to survive after planting. We request the public to participate whenever there is a call to plant and take care of trees. UNRA has a lot of trees that can be given to community groups, youth groups and all other stakeholders to plant along the road reserve in their areas. They should reach out to the nearest UNRA stations on how to access and plant these trees.

What else would you like contractors/readers to know about the campaign?

The kind of trees planted depend on the nature of the sites along the road reserves. Road reserve profiling and site-species matching are always conducted to determine the suitable trees to be planted. Priority is always given to indigenous trees which are threatened in the wild due to deforestation. The most tree species planted include; Musizi, Muvule, Mahogany, Entasesa, Tectona grandis, Musambya, Enongo, Mugavu, Musenene, ovacados, Warbugia ugandensis, Senna siamea, Afzelia africana, Terminalia species, Cendrella sp, Araucaria sp, Pinus caribea, Casuarina sp. among others. In addition, fruit tree species such as mangos are given to the community members as a way of ensuring sustainability and support to the Programme.



Girl Power

RACHEAL LINDA BABIRYE



Purpose and self-drive are all girls need to succeed

By Desire Mbabaali

One can tell how passionate Racheal Linda Babirye is about Civil Engineering from the way her face lights up while talking about the profession. The 23-year-old Civil Engineering graduate from the University of Leeds reminisces about how she fell in love with the profession when she was a young girl.

“My father is a civil engineer. While growing up, he would take me to different sites and show me what he does which made me fall in love with the idea of creating things from your thoughts and putting them together,” she explains.

To Babirye, it was clear from a young age that she would make a career in Civil Engineering. Additionally, her ability in Mathematics and other science-related subjects facilitated her passion.

Braving university

But even with the passion, Babirye admits that it takes bravery to go above and beyond the tides that come in pursuit of one’s career path. And to her, things got real during her second academic year at university.

“The course was getting more practical and tougher. Some of my friends were dropping out. I think this happens to everyone. You get to a point where you ask yourself why you chose such a course; but in life, there are always barriers and you have to just face the situation otherwise you will never do anything at all without such a mindset. I had to say; this is what I want and I will stick to it,” Babirye shares.

Facing stigma

But personal challenges were not the only stumbling blocks in her way. “Back at university, we had class group projects where we would share ideas and contributions and male students dominated these. They would not really treat your contribution as important. There were so many girls I knew who were struggling in other groups, unable to even share their ideas. Even when your idea was better than a boy’s, people would feel more confident to agree with his idea than yours,” she says. In addition, she was an African girl in a male-dominated field, in a foreign country. As much as demotivating as this was, she never allowed her voice to go unheard because she believed that her ideas were as good as any boy’s ideas.

Coming back home

Now that she is back home, Babirye is as enthusiastic as she can be because she envisages so much she can do. As she would later confide, her head is full of ideas and all she needs is a place to start. “I need to find a gap in the system,” she excitingly shares. One of the things she cannot wait to do is work on Uganda’s road system. “When I get into the construction system, one of my big plans is to improve the road system in Uganda so that we can have safer roads,” Babirye says.

When asked whether she plans on starting an own company or to going into employment, the young engineer says she believes that having both can give her a wealth of experience.

“Currently, I represent my father’s company-Roberts Engineering Services Ltd in Namasuba, Kampala and would want to take over in future. However, I also want to work for Ministry of Works as well as companies such as Uganda National Roads Authority because these are big and represent the construction industry in Uganda. I would like to see how they work, what they lack as well as learn from them,” Babirye asserts.

Though she has not been fully absorbed into the civil engineering workforce, Babirye is doing something with her skills. Together with her father, they have worked on some projects. “Currently, we are working on a road project in Ibanda District in Western Uganda. I rarely go there but I make BoQs [Bill of Quantities] with him. So, it is small hands-on work as I look for something bigger to do.”

Tips for the industry

Babirye has a wealth of tips to share with the industry and young girls who are scared of pursuing a career in engineering.

The dream...

2019

The when Racheal graduated from the University of Leeds.

Babirye attended Greenhill Academy for primary education and thereafter King’s College Budo for O-Level, and A-Level at Galaxy International School Uganda. She later joined the UK for Foundation (summary of A-Level) in 2014 for one year after which she joined the University of Leeds from where she graduated in 2019. She returned to Uganda in August 2019.



“Look at the country and your surroundings and ask yourself what you can do, because it is not only men who are going to work on these issues. As a woman, you can stand up and say, ‘I can be a leader’. For instance be the project manager for that project.”

To the industry players, she says: “There should be female role models in the construction industry to speak to young girls in schools to encourage them as role models.” She adds that industry players should also set up different programmes to help young girls, motivate them because at the end of the day, everyone needs hope.

To the young girls, Babirye says: “Do not mind what people say. Just focus on your goal. Someone will try to put you down by saying; I have seen people who do this and do not make it. Engineering is about having a purpose and a drive. Always encourage yourself by knowing that you are doing this for you, and not for anybody else.”

She also encourages them to write down their goals, and clearly know what they want. In addition, they can watch videos of different female engineers in the construction industry and see what they can learn from them.

“Look at the country and your surroundings and ask yourself what you can do, because it is not only men who are going to work on these issues. As a woman, you can stand up and say, ‘I can be a leader’. For instance be the project manager in that project,” Babirye asserts.

And as a matter of fact, the young engineer calls upon girls to speak to people, but most importantly, speak to the right people. “Go for TED talks, meetings, seminars, anything that will get your mind sharp and keep you on the right track. Surround yourself with motivating people, and most importantly, just do not lose focus,” she says.

Getting her footing in the field

Having studied out of Uganda, when asked how she compares the construction industry in Uganda to that of UK, Babirye admits that though our system is good and there are laws in place, it is the way that it is managed and maintained that taints it. “For example when you look at safety issues, there are gaps in implementation. I believe we should be stricter because construction is a sensitive field. If we are not strict; so many lives can be lost from the construction workers to the people around a site.”

Though she faced some challenges upon her return, Babirye now believes she is set to start her career here. “To be honest, the first months I got here, I was convinced I was not going to work here. I would tell my parents that I was going to apply and return to the UK – because of the difficulties fresh graduates face in trying to get work here. But now, I believe I will get there.”

Girl Power

ALICE BONGYEIRWE



The accountant in love with engineering

Alice Bongyeirwe never stepped in an engineering class. In fact, she is a retired senior accountant. However, today, she is scaling heights as a top partner in Malt Uganda Limited, a multi-million engineering firm, and sits on the board of Uganda National Association of Building and Civil Engineering Contractors (UNABCEC). So how did her journey to the top begin?

In the genesis

After leaving her job as a district officer with Uganda Revenue Authority (URA) in Mukono District in 2005, Bongyeirwe never wanted to go for another job search. "I wanted to go into private sector," she says.

At the time, she had developed close ties with engineers whom she had interacted with while at URA. In fact, with time, she says, they became part of her

social circle. Through sharing ideas, Bwongyeirwe saw a window of opportunity to venture into engineering and providing services in a largely male dominated industry.

"I used to rub shoulders with engineers and then realised there was a business opportunity despite not having an engineering background. The engineers told me it was possible and with my background in accounts and finance, it was easy to handle," she explains.

In 2006, she decided to set the business idea in motion. But for every business to flourish, one needs capital. She didn't have enough capital then. She decided to sell the idea to a few colleagues. Jovia Tushemereirwe and Ben

Turyamureeba bought her idea. After forming a partnership, the idea materialised into Malt Uganda Limited, an engineering firm.

"We needed capital at the start and we borrowed Shs 100 million from a friend. After getting the loan, I had to use friends with goodwill to contribute to my idea," she notes.

After setting up the company, and getting capital, the trio went about scouting for construction projects with a specialty in buildings and roads. Then, opportunity struck in northern Uganda. She says this was a time the region had got out of war and opportunities were in plenty.

Her vivid memory takes her back to Adjumani District in West Nile where they had their first two-year project comprising a 13-kilometre feeder road with a bridge. She says pulling off was not a mean feat.

"We had tipper trucks but we didn't have a grader and people were so scared to go and work there," she narrates. To give them confidence, Bongyeirwe decided to go and work with the group in Adjumani.

"In the morning, I would board a tipper truck with the workers to give them confidence because they had fear of rebels at that time. People didn't want to work and yet we thought porters would be sourced from Adjumani," she narrates.

However, that wasn't the case and she was forced to get porters from Kampala and transport them to Adjumani. "That time because of the war, they were not ready to work from morning to evening."

In addition, Bongyeirwe says constructing the bridges in the north was a challenge. "During the dry season, you don't see any water, then later on, the water appears in rainy season. You have to stick to the design; otherwise you may underestimate the water volumes."

Despite the challenges, she explains that business was good in northern Uganda because payment for projects was fast and timely, citing that delayed payments is one of the major problems in the construction industry which can reduce profit margins.

After setting the pace in northern Uganda, she says they decided to bid for more projects in the country. She says some of the districts include: Iganga, Luuka and Mubende where they constructed schools, hospitals and roads. She says the projects in the above districts were not so lucrative but were good to take the company forward since the construction projects are far between.

Advice to women

"Young engineers, especially women, have a better future because their integrity is high. Girls have chances but they need to fight fear because most women I have met in engineering have fear," she says.

"Female engineers need to be more aggressive and assertive and know what they want. The way we have been cultured as women is different. Most women don't differentiate between being humble and being assertive. Student engineers should improve their training so that by the time they graduate, they have the theory and the real hands-on skills because it increases their marketability and ability to do business."

Challenges

Bongyeirwe describes delayed payments in construction as a destroying factor.

"You get a loan and they take long to pay you yet the interest is plummeting through the roof. And by the time you are paid, you realise you made losses because the interest ate into your capital," she says.

However, she is grateful to UNABCEC which comes in to rescue its members with such challenges.

"In case, you have a delayed payment, UNABCEC intervenes as an association and it becomes a bit easier to get paid," she notes.

Bongyeirwe cites manpower as a challenge. She says: "You hire a qualified engineer but when it comes to the ground; some of them can't deliver yet their curriculum vitae is loaded. Yet during bidding, we are required to present qualified civil engineers."

She notes that UNABCEC is addressing the problem by training engineers from Kyambogo and Makerere universities. And sometimes, the association encourages them to have interns from universities so that when they finish college, they have hands-on skills.

Achievements

After almost 14 years in the engineering industry, Bongyeirwe says the company's estimated worth is UGX1.5 billion and the sky is the limit.

She says she has achieved a lot in terms of networking as a person and as a company. Serving on the UNABCEC board and her ability to impact on policy is a big achievement. "I am proud we have impacted on policy. I feel happy being part of the team."

The company has also acquired equipment such as tipper trucks and bought land in Kulambiro, Kampala, for future expansion. To keep the company moving, integrity and understanding have been key components among the partners. The company also has three permanent workers.

Future prospects

She says the future is bright for Malt as they get more projects and push for local content. "You find that jobs will be easily got. If the local content says foreigners must subcontract 30%, it means almost each contractor will get work. Without the local content, we still have a problem of equitable distribution."



CONSTRUCTION VOTES 2021



We can make an impact

By UNABCEC Staff writer

Over 16 million Ugandans have registered to vote in the upcoming general elections in 2021, including first-time voters. All in all, the construction industry is ready to participate and make an impact this time round.

It is a bitter fact that the construction industry employs the highest number of voters in this country. The current UNABCEC membership is 278 companies, with each averagely employing 200 voters and each employee has an average of 20 friends and/or relatives. This gives us 1,112,000 votes from contractors.

Apart from the contractors registered with UNABCEC, the construction industry is composed of more stakeholders; consultants, suppliers, archi-

itects, surveyors and engineers. These, in addition to their staff, friends and relatives, can make a constituency of over 3,000,000 voters

So what can the construction voters do this time to make an impact?

With just months left before the 2021 general elections, it is now or never for construction voters. Here are three things we can do that could make an impact in the general election in our favour.

1. Have a positive influence on Members of Parliament

Regardless of your political affiliation, the most important thing is that the construction industry's voice will be heard during the coming national election. Members of Parliament need to know that our industry ramps above its

already significant size when it comes to voting.

Studies regularly show that the most effective way to have a positive influence on Members of Parliament is through in-person visits or personal letters from constituents. This makes sense if you think about it.

Members of Parliament are in the house to represent their constituencies, and they truly care a great deal about what their constituents want. And if they don't, it won't take long before they know what it is like to be a former Member of Parliament.

The ultimate power we wield is the fact that each one of us is a constituent. Call your Member of Parliament but more importantly, visit them at their home or in their offices. Tell them how regulations impact your business and pro-growth policies. You have to



make yourself heard. Fortunately, none of you is going to shy away from getting to know your Member of Parliament and visiting them often. Visit www.parliament.go.ug to get contact details of your Member of Parliament today.

2. Vote and get others to vote

The future of this mighty industry is in our hands. Employers are encouraged to provide time and talk to employees, family and friends who are registered on the national agenda about the issues we are facing as the construction industry that can be addressed by the leaders and the need to vote those candidates ready to develop the industry. Mobilise them further to encourage their friends and relatives to do the same.

If we turn out in big numbers as construction voters, history will remember us for being part of the struggle that liberated our industry as we vote for leaders with common sense solutions to the development of the industry.

We can learn from the climate change demonstrations, which blossomed so rapidly into a global movement last year. When building a movement, the

personal is political.

Climate strikers have been very good at sharing their commitment with relatives, schoolmates, classmates and friends, as well as strangers. And they do it by talking about their own personal feelings as well as the policy points. So we could apply their approach to this general election.

Take a piece of paper and a pen, Write a list of people you can contact – especially your friends, but also people you have been to class with, or your workmates and relatives. Next, contact each of them in person, it's worth the effort. Failing that, a phone call is the next best thing. Tell them you are a voter and if you can, tell them others are doing it too. A lot of people feel like their vote doesn't count but knowing others are voters too gives them a sense that they're part of something bigger. If you say: "I'm a voter, and so are Susan, John and Fatima, and you can be too", that's a lot more powerful than asking someone to vote alone.

3. Plan to vote and help others too

Making a plan means knowing the facts.

Do you know where to vote from?

Find your polling station on www.ec.or.ug/register and enter your details. Find out early enough when your polling station will be open and closed.

Do you know how to vote? You don't need a National ID neither do you need your polling card. You just need to turn up at the polling station. If you're registered to vote, then your ballot will be there. Lots of people don't know this, so you can remind them.

Do you know when you will vote?

Have a plan to vote either in the morning before you start work or at your break time. The evening (after work) is just as good. When you call your friends, make sure you ask them if they have a plan too. Find out what time they're going, and call to check up on them. If you are an employer, provide time for your employees to go and vote.

Do you know who to vote? The industry needs leaders who will focus on developing the industry. **None of us lacks the intelligence to go out there and vote in this national election. So, remember every vote counts-make sure yours is one of them or don't complain.**

AN AUTHENTIC ICON

JCB Uganda Launches Affordable Backhoe Loaders



Ganatra Plant & Equipment Ltd was founded close to 40 years ago by the late Mr. Abdul Gafur Ganatra. The core business at that time was the rehabilitation and sales of used construction equipment. In 2010, Ganatra was appointed as the official dealer of JCB construction equipment in Kenya and started dealing in the signature yellow machines.

JCB is the world's third biggest manufacturer of construction machinery and produced the world's first Backhoe Loader in 1953. Now JCB deals in the sales and servicing of excavators, compactors, wheel loaders and telehandlers.

Over the past 10 years Ganatra has successfully sold JCB equipment throughout Kenya and are the market leaders in the sale of construction equipment. 2018 saw the opening of Ganatra's second East African branch as dealers of JCB Equipment in Kampala, Uganda.

Their latest plan is to now reduce the cost of procuring the best selling yellow beast, the Backhoe loader, by almost 20%. This machine is the most versatile, comes in two different models; the 3DX Super and the 3DX Standard. The backhoe loader can be used for a variety of construction related tasks such as digging, loading, spreading and grading.

By significantly reducing the cost of

procuring a JCB Backhoe loader, JCB hopes to: aid in mechanization to increase productivity and target entrepreneurs who can make high returns by renting out the Backhoe.

By providing a subsidy, JCB's hope is that customers who opt to purchase used equipment now consider new.

JCB has partnered with various banks to provide asset finance on sales during this scheme and cash buyers get a discount upon purchase.

This is an extremely exciting initiative by JCB and one which will see the world's best Backhoe offered at the most competitive prices.

Ganatra Plant & Equipment is located in Pioneer House, Jinja Road.

Kabaale International
Airport at Hoima, Uganda



SBC (Uganda) Ltd

SBI INTERNATIONAL HOLDINGS AG



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DIGITISATION AND CONSTRUCTION:

How far are we?



KYOKUSIIMA BABRA (QUANTITY SURVEYOR)

Digitisation is the process of converting information from a physical format into a digital one especially to improve efficiency and effectiveness of organisation processes. The construction industry in Uganda can be divided into three major service groups; professional, construction and support services.

When it comes to digitisation, the construction industry in Uganda is slower than others to adapt and is sometimes termed as resistant to change. Yet digitisation in forms of software and other innovations are developed and tested within the industry, notably almost every single year worldwide.

The desire for construction companies to stay relevant and keep up with emerging trends is in embracing digitisation in their day-to-day services.

Digitisation of construction professional services

With cloud computer emerging for most business operations worldwide, construction companies are integrating cloud-based software in their professional services, which enables them to use the same sets of data across the office and field professional teams.

In Uganda's construction industry, the traditional methods such as drawings using specialised pencils and large format papers is now irrelevant for architects, civil and structural engineers. They have so far been introduced to modelling, designing and visualisation software which includes Revit Architect, Revit Structural, Core-1DRAW, AutoCAD ArchiCAD, Prokon

Staad Pro, Mx Road HDM-4 model and UKDCP, among others.

Digitisation in construction design keeps redefining with introduction of Building Information Modelling (BIM) programs, which use 3D Modelling to streamline planning and design of buildings and infrastructure. In countries such as United Kingdom (UK) and United States of America (USA), it has become a requirement of contractors to use BIM. Also 4D, 5D BIM technology and other innovations are being developed like the use of augmented reality to visualise projects from ground before construction even begins.

Surveyors in the construction industry have also embraced it, especially in handling of large volumes of data that is relevant for decision making. The quantity surveyors improved the accuracy of their data and keep records of costs of labour materials, equipment in a way that information is used efficiently thus improving productivity and profit.

This has been through shifting for using paper takeoffs and records, to embracing use of Ms Office, especially



Excel for measurement sheets, use of software such CostX, Dimension X, CS Candy, Estimating, WinQS CataPro MasterBill QS Elite Snape.

There has been digitisation of the land registry in Uganda where ownership of land details are easily obtained, land surveying has greatly introduced automated total stations used on sites.

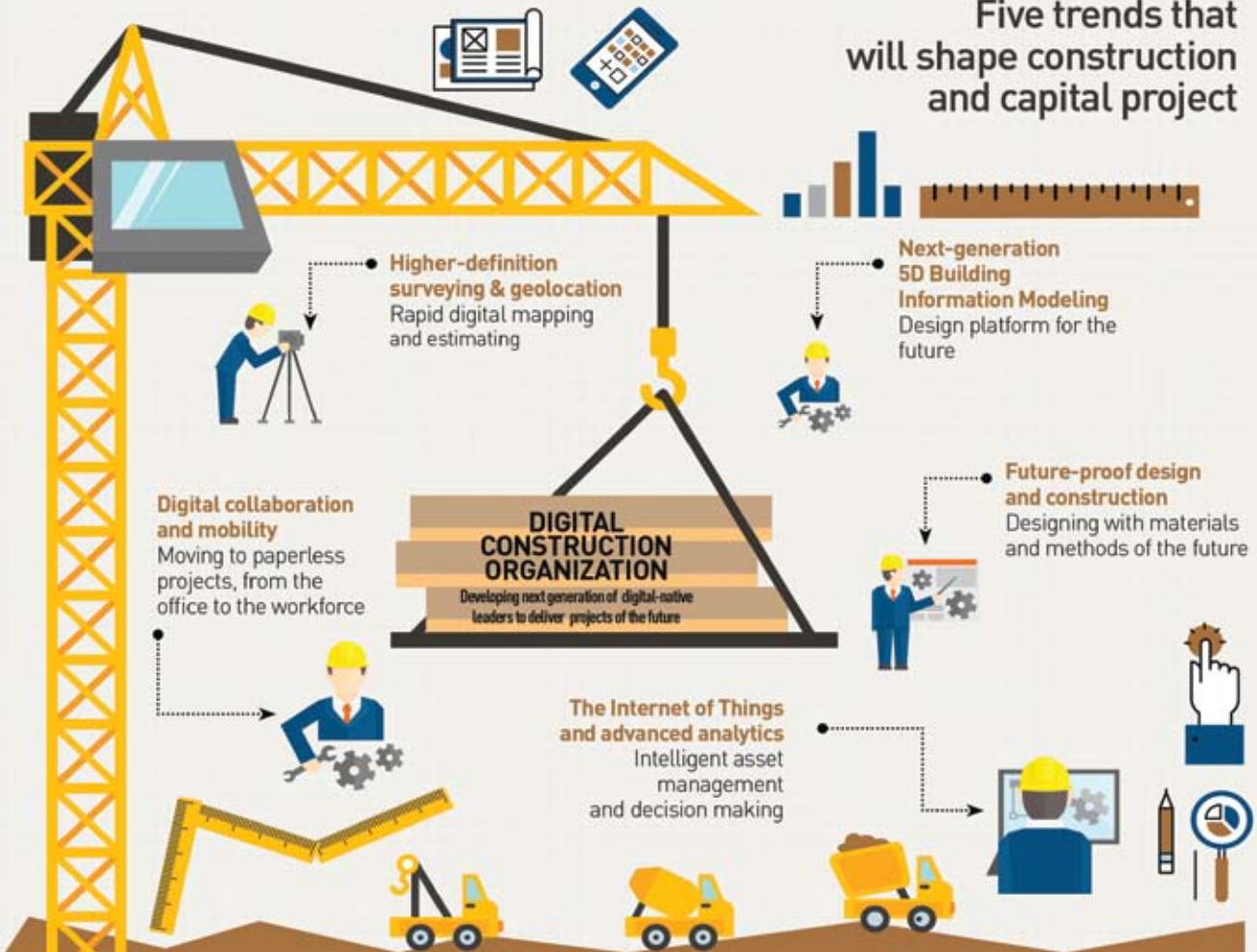
Digitisation of construction services

In Uganda, for construction companies to obtain contracts, there is a procurement procedure that is follows and has its operation through the gestation period in which construction services are offered. To begin with, while most tendering procedures suffice a bulky of hardcopy documentations and responses, for private procurement entities, mostly will stay the same unless they are willing to adapt.

Government is embracing digitisation, which eliminates paper and manual processes throughout thus saving time and mitigating risks and errors. Therefore, there has been introduction of the e-government procurement system, which is a web-based system and covers the entire procurement cycle, all procurement record modalities and keeps record and audit of all procurement activities.

Therefore, contractors have to embrace digitisation in form if the conversion of an item – printed text, a manuscript, an image, or sound, film and video recording – from one format (usually print or analogue) to

Five trends that will shape construction and capital project



digital to be able to use the e-procurement system.

Digitisation in construction services also get to improve project delivery procedures and thus increase their profit margins especially through accuracy of work quantities, precise execution through digitised machineries such that has replaced most physical labour. Digitised fabrication is done with preciseness and to required standards, which replaces the old fashion of physical labour of which majority was not skilled, thus allowing projects to be completed 30% to 50% sooner than traditional ones.

In project management of construction services, use of drones has provided visualisation of both work in progress and work remaining, rapid mapping of large areas, data collection from site to provide key safety arrangements, thermal images and heat maps among others.

This shows that as initially project management especially supervision that is done manually, the develop-

ment in this technology through use of drones covers more data/ information for decision making regarding the progress of construction services. These have been coupled with software such Ms Project, Primavera.

Digitiation on support services or Administration

The construction industry should also embrace business management system where reporting systems improve greatly the efficiency of business decision making with in the company. Enterprise Resource Planning (ERP) is one of them.

ERP provides an integrated and continuously updated view of core business processes using common databases maintained by a database management system. ERP systems track business resources—cash, raw materials, production capacity—and the status of business commitments: orders, purchase orders, and payroll.

The applications that make up the system share data across various departments (manufacturing, purchasing, sales, accounting, etc.) that provide the data. ERP

facilitates information flow between all business functions and manages connections to outside stakeholders.

Future Outlook of Digitisation

Digitisation of information is becoming the norm and is here to stay though construction companies are challenged with high cost of investment in Digitisation, system and computer malfunction and virus attacks, and high cost of professionals to employ, working in isolation with other players in construction

Nether less Construction companies should embrace the trends to achieve their objective of still being relevant, efficient, effective, timely and accurate in order to increase their profitability in their business gestation period.

**Ms Kyokusiima Babra, Bsc Building Economics, MBA (Finance)
PRINCE2 Foundation, Managing Director, Silverstone Management Ltd.**



BUSINESS ETHICS

The role of CEOs in building an ethical organisation

By Prof Vincent Bagire
& William Mugerwa
Makerere University Business School

Ethical scandals in business, government, sports, non-profit and even religious organisations are a usual occurrence. The media, both electronic and print, are replete with actions of indignity by institutions and managers. The public is asking; “what is wrong with our leaders?”

Public outcry has often taken aim at executive leaders’ willingness to tolerate a culture of misconduct in their businesses.

Regardless of whether the chief executive officers (CEOs) were personally involved or just turned a blind eye to abuses in their organisations, the open image has been tarnished. There is a realistic feel that unethical leaders are spared of legal consequences and at times instead rewarded with handsome financial packages or simply transferred. Although some CEOs sully the reputations of their companies

Use authority for good

Truly, leaders possess authority because they occupy positions of status relative to their followers. But modeled attractiveness involves those leaders using authority and status for the good of others. They owe their power to control others in doing what benefits them, their institutions and others.

through bad behaviour, there are many who make effort to lead ethically, uplifting the public’s confidence in corporate culture.

Achieving this positive image isn’t easy; we are aware of the moral decadence the

Ugandan society is in. It is an intuitive skill setting, a personal choice and at times struggle to be ethical. Ethical leadership requires an approach that embeds morals into the process of decision-making and action setting. Ethical behavior among corporate leaders can be theorised.

The social learning theory explains that ethical leaders positively influence their followers (*See Bandura, 1977, 1986*). This is based on the idea that individuals learn by paying attention to and emulating the attitudes, values and behaviors of attractive and credible models.

Models of guidance

Most individuals look outside themselves to other persons for ethical guidance. Ethical leaders are thus likely sources of guidance because of their attractiveness and credibility as role models. They draw attention of their modelled behaviour to others.

For CEOs to develop that demonstrated behaviour that positively influences oth-

ers, they should first seek to appreciate the object of their authority, power and status. Unethical conduct in organisations seems to arise from the misuse of these elements. Equally, they are the sources of positive resonance among organisational members.

Truly, leaders possess authority because they occupy positions of status relative to their followers. But modeled attractiveness involves those leaders using authority and status for the good of others. They owe their power to control others in doing what benefits them, their institutions and others.

Ethical CEOs should demonstrate care and concern; treat others fairly and garner positive attention. Credibility also enhances positivity. Ethical leaders are credible because they are trustworthy and practice what they preach. As Bandura noted, "if models do not abide by what they preach, why should others do so?" (1986: 344).

In a corporate environment ethical behaviour can get lost in packs of information and drive to the bottom line (profit). CEOs should begin to inculcate ethics in small ways. It may arise by a formal, 'how are you' to the very junior worker. It may be just paying attention to individual problems even when the response will be negative.

It builds on trusting others to do what is within their ability; it spreads to appreciating the weaknesses and strengths of each individual and working to help each other for the good of the organisation. Ethical leadership draws attention on frequently communicating about ethics. It is made a message and a behavior across the organization. Its strength is in organisational beliefs and traditions. In many cases ethics embeds in unwritten rules but widely observed in the organisational routines.

When CEOs set clear and high ethical standards for others they should follow these standards themselves; it becomes part of the organisational culture. The use of rewards and punishments to influence subordinates' ethical behaviors will be normal and acceptable. In several cases, ethical expectations are contained in written and circulated rules.

Code of conduct

Many organisations have codes of



"For CEOs: do the right thing and do it in the right way. Talk frequently about the company's values in a way that appeals not only to employees' intellects but also to their emotions. Many a time, CEOs know the right thing to do, but sometimes it is difficult! They should not be led to short term benefits that will taint the long-term image of the enterprise. As the old adage goes, the truth is never faulted; it remains the truth and makes us free."

Appreciate your status

For CEOs to develop that demonstrated behaviour that positively influences others, they should first seek to appreciate the object of their authority, power and status. Unethical conduct in organisations seems to arise from the misuse of these elements. Equally, they are the sources of positive resonance among organisational members.

conduct whose content should be in the discourse whenever managers interact with staff. In certain cases the code of behaviour is like a litany, simply recited in the routine operations of the organisation. The social learning theory already alluded to, assumes that much learning occurs vicariously. Employees can learn about what is acceptable or unacceptable by paying attention to how other organizational members are rewarded or disciplined.

For UNABCEC membership, the foregoing raises critical points of departure. We know how the construction sector networks can, at times, be tempting. From openings of bidding through the quality of the work, CEO

ethical behaviour is paramount. It is evident that CEOs in this sector, like their counterparts in public institutions and other private players, have an enormous task in creating and nurturing ethical behaviour.

For CEOs, do the right thing and do it in the right way. Talk frequently about the company's values in a way that appeals not only to employees' intellects but also to their emotions. Many a time, CEOs know the right thing to do, but sometimes it is difficult. They should not be led to short term benefits that will taint the long-term image of the enterprise. As the old adage goes, the truth is never faulted; it remains the truth and makes us free.

Create checks

Let us end with a scholarly argument about ethics. By definition ethics is to do what is right. But the argument reigns, what is right? Is what is right universal? It does not confine itself to criminality of an enterprise. Its biggest challenge is the relativism; it may be different at personal level, institutional and societal. Some scholars argue that ethics is idealistic; it is simply in our mind. As noted already, ethical sensitivity must go with moral awareness and identity. It should be seen in corporate actions such as feedback, follow up, quality services, customer care, employee respect, trust among top management teams.

Principally, ethical CEOs must be within compliance of public and societal expectations whether written or not. Institutions must live to be humane. Other than the codes of conduct, CEOs may institute ethics committees, social audits, training programmes and judicial boards. The Objective 1 of UNABCEC strategic plan 2020–24 strongly provides operationalisation of the code of conduct and ethics among members. In an earlier section unethical behaviour is listed among the weaknesses to be eliminated under this strategic plan. Ethical conduct will also be a tool towards quality membership. Corporate ethics should be that particular moral behaviour of an enterprise.

UNABCEC companies should find solutions towards certain unbecoming attitudes, unlawful acts and conducts; honesty, healthy competition, morality of contracts, marketing ethics, quality of materials and sharing of information.



Uganda National Roads Authority

Highlights from UNRA Progress

It is 2020, a year that has started us off into a new decade. I am glad to inform you that UNRA's mandate of roads development will be even better this year. We are committed to meeting our targets in the National Development Plan. In fact, in this FY 2019/20, a number of

multi-year projects will be completed including; upgrading of roads from unpaved to paved bituminous standard, rehabilitating of the existing paved roads, construction of new bridges and development of ferries. We are also increasingly engaging local contractors to

provide services. As you will notice in this report, by the end of quarter two 14.92% of signed contracts worth UGX 101,390,242,044.43 were awarded to local providers.



1. FINANCIAL PERFORMANCE

Overview of Vote expenditures (UGX BNs)

BUDGET TYPE	APPROVED BUDGET	RELEASED BY END Q 2	SPENT BY END Q2	% BUDGET RELEASED	% BUDGET SPENT	% RELEASES SPENT
Development.	GoU	1,724.552	1,003.177	983.593	58.2%	57.0%
External. Fin.	2,176.065	603.657	256.269	27.7%	11.8%	42.5 %
GoU Total	1,823.004	1,052.659	1,032.121	57.7%	56.6%	98.0 %
Total GoU+Ext Fin (MTEF)	3,999.069	1,656.317	1,288.390	41.4%	32.2%	77.8 %



Uganda National Roads Authority

Report at half FY 2019/20

2. PROGRESS OF ROADS AND BRIDGES DEVELOPMENT

In its efforts to fulfil its mandate, UNRA continues to prioritise roads development and is committed to ensuring that the targets in the National Development Plan are surpassed.

In this FY 2019/20, a number of multi-year projects have will be completed. The major activities to be undertaken include:

- Upgrading of roads from unpaved to paved bituminous standard
- Rehabilitating of the existing paved roads
- Construction of new Bridges
- Development of Ferries

2.1 UPGRADING ROAD PROJECTS

UNRA is currently upgrading 23 road projects (new construction and upgrading from paved bituminous standards) covering a total distance 1581.7Km. These last 6 months (July-Dec 2019), 204km equivalents were achieved. This represents 102% achievement (Target =200km equiv in 2 qtrs.)

In this FY, 400 km equivalent are targeted to be achieved, in terms of physical progress on ongoing civil works.

Five (5) roads were planned to be substantially completed, adding 417km to the paved road network. These are:

PROJECT	PROGRESS 30TH JUNE 2019	PROGRESS 31ST DEC 2019
Soroti-Katakwi-Aksim 100km	78%	95.5%
Bulima-Kabwoya 66km	81%	88.7%
Kyenjonjo- Kabwoya 100km	66%	76%
Mubende-Kakumiro-Kagadi 107km	69%	73%
Bumbobi – Lwakhakha (44.5 km)	56%	80%

It should be noted during the first Half of this FY, Soroti-Katakwi-Aksim 100km was substantially completed adding 100km to the paved stock

The following contracts were awarded during the last six months of the FY;

- Civil Works for Upgrading of Mbarara Town roads (20Km) to Bituminous Standards.
- Rehabilitation of Namunsi –Sironko- Muyembe Phase 2 (65Km).
- Civil works for the upgrade of the Mpigi Town roads (20Km) to bituminous standard.
- Upgrade of Kaya- Yei Road Lot1 to A class Murram.
- Muyembe-Nakapiripirit (92km)

2.2 REHABILITATION PROJECTS

This reporting period, Rehabilitation/reconstruction of 346.5km of the national roads that have reached their service life continued and are at different advanced stages. 173km equivalents were achieved out of the 173km equiv targeted in 6 months which represents 100% achievement. Important to note is that FortPortal- Kyenjojo road rehabilitation was completed during the reporting period

PROJECT	PROGRESS AS OF JUNE 2019	PROGRESS AS OF DEC 2019
Nyega-Njeru (10km)	5%	96%
Kyamate town roads (2.5km)	Procurement	Under Procurement
Nakalama-Tirinyi (102km)	46%	77%
Fort Portal- Kyenjojo (50Km)	92%	100%
FortPortal-Hima (55km)	11%	52%
Hima -Katunguru road (60km)	65%	97%
Ishaka-Katunguru (58km)	20%	75%
Nakawa-Seeta (9km)	5%	80%

2.3 BRIDGES DEVELOPMENT PROJECTS

UNRA, this reporting period, continued to work on work on several bridges whose progresses are at different stages and 5 of these are expected to be substantially completed by the end of this FY. These are

	BRIDGE	STATUS
1	Nsongi at Kasisi-Rutete-Kabata-Rwenkerizi-Kyanga Road in Bunyangabu district.	87%
2	Mpondwe at Bridge on Kampala-Mubende-Fortportal-Uganda/DRC border road.	80%
3	Aji and Ora Bridges.	35%
4	Multi Cell Box Culvert at Ajeleik along Katakwi and Amuria Road.	33%
5	Multi Cell Box Culvert at Opot connecting The bridge that connects Amuria,Otuke,Abim and Kotido.	96%



Uganda National Roads Authority

3. ROAD MAINTANANCE

The Uganda Road Fund indicated an IPF of UGX 270bn for the National Road Maintenance Program including Axle Load and Ferries for the FY 2018-19. As at end of Q2, UNRA had received UGX 134.901bn representing 50% of the annual IPF.

PHYSICAL PERFORMANCE

The road condition reduced due to the heavy rains and floods dropped from 98% to 91.2% for paved roads and from 90% to 87% for unpaved roads as at visual inspection of December 2019. Although the road condition meets the set target of 85% for paved roads and 70% for gravel roads, the rainy season affected the national roads network.

The physical performance did not match the planned output. In some cases, the physical performance was more than the planned output and in other cases, less due to the following:

- **Force Account works** - there were mainly grading and road opening activities due to the heavy rains including installation of culverts at cut off sections.

- **Routine maintenance by Framework contracts** – The contractors put in place continue to perform well although the rains affected the rather good works that had been put in place. A few call-off orders were issued to the contractors in a bid to control the commitments and control accumulation of debt. Although no new invoices were paid in the quarter, the contractors continued to deliver works as expected.

- **Periodic maintenance** – only works on Spear Junction – Mukono were on-going. No new periodic contracts were signed during the period. Payments were only
- **Low cost seals** – there were no major activities on the on-going works at Lweza- Kigo. The teams were waiting for the procurement of asphalt concrete contract in order to commence base works. Only materials were procured in

the period in preparation for the base preparation activities. Procurement of 3 other sections is at initiation.

- **Drainage Improvement of Low-Lying areas** – Works on the improvement of low lying areas in Jinja i.e. Kiko Swamp 1, Kiko Swamp 2, and Nalwekomba Swamp continued in the period. Procurement of another 8 bottleneck sections is in advanced stages and most of them commence in Quarter 3.

4.2 Ferry Services

The Nine (09) ferries at Kiyindi, Mbulamuti, Masindi Port, Laropi, Obongi, Kyoga 1, Kyoga 2, Nakiwogo and Bisina were fully operational and are delivered the scheduled trips. This FY, Sigulu Ferry that will connect Namayingo district to the Islands of Lolwe & Sigulu, is awaiting commissioning after it was fully assembled and trials conducted. The vessel will provide safe means of transport to the communities of Namayingo, Lolwe and Sigulu Islands at no cost. Level of compliance to published ferries schedules (Av. Ferry utilization) was 96.5 % above the targeted 95%

4. NETWORK PLANNING & ENGINEERING

Ongoing Detailed Design of Expressways to be completed by end of the financial Year (150km)

1. Kampala Bomba Expressway (50km)
2. Kampala Outer Beltway (100km)
3. Expressway Development Master Plan

On-Going Feasibility Study and Detailed Design for Road Upgrading Projects to be completed by end of FY

1. Kalangala-Lutoboka (3.5km)
2. Kalangala town roads (7.5km);
3. 2No. Ferry Landing Sites at Luku and Lutoboka.
4. Kanoni-Misigi-Mityana (61.0km);
5. Bombo-Ndejje-Kalasa (19.0 km) ;
6. Nabumali-Butaleja-Namutumba (90.0 Km),
7. Hamurwa-Kerere-Kanungu/Buleme-

- Buhoma-Butogota-Hamayanja-Ifasha-Ikumba (149.0Km);
8. Ishasha-Katunguru (88.0Km);
9. Bunyonyi-Kabehe (7km); and,
10. Access Road to Rushoroza cathedral (2km).

Feasibility Study and Preliminary Engineering Designs to be completed by end of FY

1. Karenga - Kapedo, (68Km),
2. Kumi- Ngora-Serere-Kagwara, (95Km),
3. Mayuge-Mbaale-Nakivumbi-Bugiri-Namayingo-Lugaala (95Km),
4. Kyenjojo(Kahunge)-Nyarukoma-Kigarale-Rwamwanja-Kiruhura- Muhanga-Kisiizi-Rwashamaire (14 7Km),
5. Kazo-Buremba-Kyegegwa, (82km).
6. Koboko-Yumbe- Moyo (11.0Km),
7. Iganga-Bulopa-Kamuli (128),

Rehabilitation Design Completed by end of the FY (420km)

1. Kikorongo - Bwera - Mpondwe (38km);
2. Jokers - Silver Springs, (6km);
3. Busunju - Kiboga (72km);
4. Kiboga-Hoima (72km);
5. Karuma - Packwach-Nebbi-Arua (181km);
6. Kampala Northern Bypass existing carriageway (21km);
7. Kafu-Kiryandongo, (30km)

Periodic Maintenance Design completed by end of FY (44km)

1. Jinja - Kakira junction (12km)
2. Iganga - Nakalama junction (Skrm): and,
- iii) Kakira junction - Iganga (27km).
3. Jinja - Kakira junction (12km)

5. PROCUREMENT

The total estimated procurement commitment for the FY 19/20 is UGX 5.82Tn/= comprising of about 383 procurements. Out of the total estimated procurement commitment, 4.07 Tn/= represents ongoing procurements carried forward from FY 18/19 and 1.75Trn for newly initiated procurements.



Uganda National Roads Authority

5.1 PERFORMANCE OF THE ANNUAL PROCUREMENT PLAN

By the end of December 2019, the Entity had implemented 11.16% of its Annual Procurement Plan (APP) Budget implying that we have so far signed contracts with UGX 679,393,892,936.15 out of a total plan of Ugx 5,820Tn.

The less than expected performance is attributed to two key procurements (whose procurement process had been completed but were not signed due to unforeseeable challenges. This would have brought the performance of the APP to over 32.42% by end of Q2 of FY 2019-2020. The details of the two procurements are given below;

NO	SUBJECT OF PROCUREMENT	CONTRACT AMOUNT (UGX)	REASON FOR DELAYED CONTRACT SIGNATURE
1	Oil Roads Package 4: Lusa-lira – Nkongere – Lumegeere – Sembabule Road Upgrading Project (97km).	483,766,518,409	Solicitor General has not cleared contract pending the submission of presidential directive letter.
2	Civil Works for Upgrading of Rwenkunyee-Apac-Lira-Puranga Road	337,526,153,350 Lot 1 416,337,936,348.42 Lot 2	Draft Contract cleared for signing by sg. Pending approval of Islamic Development bank.
	TOTAL	1,677,336,301,271	Represents 21.26% of Implementation of the APP

5.2 LOCAL CONTENT & RESERVATIONS

By end of quarter two (2) 14.92% of signed contracts worth UGX 101,390,242,044.43 were awarded to local providers through applications of the local content reservation schemes, accreditations for construction materials and margins of preferences in favor of the local and resident providers.

UNRA is the pioneer institution in implementing the reservation schemes for promotion of local content. Efforts in this direction include:-

(i) In line with PPDA guidelines, we are fully enforcing the reservation schemes by threshold for all road construction works below UGX 45 billion are awarded to local and resident providers.

(ii) Further to this, for all eligible contracts (other than the donor funded projects), we have included clauses for sub-contracting 30% of the works to local and/or resident providers. Because of this, all road mechanized and periodic maintenance is contracted to local contractors. We also expect local and / or resident providers to wholly benefit from the swamp drainage improvements and low volume roads seals contracts as these will be packaged to fall within the thresholds for local firms.

(iii) Application of margins of preference (7%) for works by Ugandan contractors hence increasing the competitive advantage of local contractors against foreign contractors

(iv) Deliberate actions have been taken to promote local contractors. These include:-

(a) Packaging of contracts so as to fall within the threshold of local firms;

(b) Waiving of the qualification requirement for experience of certain aspects of works for which local firms have limited experience or exposure e.g. surface dressing works;

In the last two financial years 2017/18 and 2018/19, 24% (worth UGX 1,064 billion) and 28% (worth UGX 737 billion) respectively, of all the contracts signed by UNRA were awarded to local and / or resident providers.

However, the efforts to promote local content have not been without challenges. These include:-

- Limited capacity especially for financing and equipment among local contractors
- Lack of regulations to implement the local content guidelines. This leads to local contractors at times getting unfair sub-contracts from the international bidders.

We look forward to the usual cooperation as we continue to build and improve roads together.

Allen Kagina
Executive Director.

STRATEGIC PARTNERSHIPS Crucial for sustainable growth

How to make enabling environments that can foster effective partnerships, and innovative approaches of partnerships for sustainable growth

Joseph Muvawala (PhD) > ED NATIONAL PLANNING AUTHORITY



According to the Africa Development Bank, the African annual infrastructure deficit has been pushed to \$130 and \$170 billion per year. The current housing backlog alone on the continent accounts for at least 51 million units, with large variations across countries.

Uganda's infrastructure gap requires a sustained investment of almost US \$1.4 billion per year in the medium term to address.

Overall, 17 African countries have housing deficits of more than 1 million units including Uganda with an estimated 1.6m housing backlog. If nothing is done to dramatically change the situation, poor urban planning and inadequate housing supply will severely constrain Africa's structural transformation. The shortage of housing will lead to an increase in slums, which are associated with a number of social problems: overcrowding, poor sanitation, and high crime rates. Beyond the social consequences, housing shortages have economic consequences.

Infrastructure deficit

Although Uganda has made progress in infrastructure development, the country still faces huge deficits across all sectors, including in transport, energy, water and information and communication technology that require financing beyond the public budget ceilings. These deficits affect the business climate and increase the cost of doing business with implications for enterprise growth and job creation. In addition, infrastructural deficits exacerbate poverty and inequality.

The construction industry in Uganda contributes over 12% to Uganda's gross domestic product (GDP) and has witnessed and remained on a steady growth for the past 2 decades, despite the recent upsurge in inflation. The industry plays an important role in the economy because of the immensity of its contribution to growth accompanied by its interlinkages to other sectors of the economy. The economic impact of the activities of the industry is vital to the achievement of national socio-economic development goals due to their relative dispersion across sectors from which they obtain their outputs. Such sectors entail but not limited to Agriculture, Mining & Quarrying, Manufacturing, Construction and Services, all of which have the potential to spur economic

growth and economic development.

The construction industry is a key barometer of the health of an economy and has a strong linkage to output fluctuations. The sector contributes directly to GDP by entering the national accounts as a component of fixed investment. Fixed investment, in turn, represents additions to the nation's capital stock.

Theoretically, therefore, construction may play a dual role in the economy. First, as part of aggregate demand, determining output movements in the short run, and Second, by augmenting a nation's stock of productive assets, construction activities are central to the determination of long run economic growth.

More broadly, the construction sector establishes a number of inter sectoral linkages with other sectors of the economy and produces multiplier effects - creating much-needed housing, improving public services, developing tourist sectors and transport links. Thus, a vibrant and thriving construction sector could well proxy a healthy and well-functioning economy. Among others, the construction industry helps to play a pivotal role in boosting an economy in the following ways:

Having a strong construction sector with the right health and safety regulations can help to bring in foreign investment. The health and safety regulations give foreign investors the added reassurance that the project will get completed ethically and with a minimum chance of any life-threatening incidents occurring. Foreign investors want to see their investments protected, and having a robust health and safety protocols is a step in the right direction. Property investment is big

Table 1: Housing Backlog and Urbanisation in Africa

Country	Housing Backlog	Urbanisation Rate	Urban Share 2015
Burundi	30,000	5.75	12.1
Kenya	2,000,000	4.36	25.6
Rwanda	109,000	7	28.8
Tanzania	3,000,000	5.19	31.6
Uganda	1,600,000	5.27	16.1
Africa	50,562,000	3.5	40.4

business, no matter where in the world you invest.

Boosts Tourism - If you've ever seen images of Dubai in the United Arab Emirates, then you've probably seen the Burj Khalifa. Now, the Burj Khalifa is the world's tallest man-made skyscraper, standing at a whopping 829.8m. The Burj Khalifa is a statement to the rest of the world, not just in terms of architecture, but to showcase Dubai's ambition.

Spurs Growth for Other Sectors - No matter what industry you work in, you can rely on the construction sector for growth in your sector. And it is having now cemented its status as the world leader in offshore wind farms (probably thanks to our lovely wet and windy weather).

Quality Infrastructure and Growth

Infrastructure contributes to economic growth by increasing the marginal productivity of private capital, which translates into higher growth. At the microeconomic level, this occurs through:

Lower costs of production. Infrastructure improves profitability, levels of output, income, and employment, particularly for small-medium scale enterprises. Infrastructure also has an impact on the costs and service quality in international trade, which determines competitiveness in export and import markets. Finally, it has an impact on domestic transaction costs and access to market information.

Structural impacts on demand and supply. Infrastructure contributes to diversification of the economy - in rural areas, for example, by facilitating growth of alternative employment and consumption possibilities. Infrastructure (especially telecommunications and electric power) provides access to applications of modern technology in many sectors (e.g. banking or healthcare), with possibility of leapfrogging historical handicaps.

It is also key to the economy's ability to adjust the structure of demand and output in response to changing price signals. Infrastructure also contributes to raising the quality of life and increasing the inclusiveness of growth in the economy by creating amenities in the physical environment - such as cleaner water, land and air; and by providing spatial order to human settlements and public works. Improvements in infrastructure are central to the quality of life and enjoyment gained from both the natural and man-made (built) en-

Important to note

- **Civil Engineering Contractors and the construction industry at large is key contributor to economic development and their health is a key indicator of the health of the economy. They have both macro and micro impact on the economy.**
- **While the industry is a critical and is necessary for development, the sufficient condition is healthy of the environment in which they operate.**
- **The quality of their product is important for sustained growth.**
- **Therefore, strategic partnership is needed for each to achieve their objectives. In fact, the local content policy makes no sense if local contractors are not capacitated.**
- **Government needs contractors to deal with infrastructure deficit. Dealing with the deficit by government creates for businesses for you as the implementers.**

vironment, especially in urban areas.

Providing outputs - such as transportation and communication services, which are valued by consumers in their own right as consumption goods; and by contributing to improved personal health and well-being, and national integration. Inclusiveness is enhanced by good maintenance of the asset (which leads to lower costs) and to the introduction of lifeline tariffs

Connecting people to markets - transportation rural areas to integrate into the economic fabric of the country and increases their economic opportunities.

Infrastructure and Health

- Better transportation networks allow for easier access to health care
- Access to electricity is essential for the functioning of hospitals and other

health care facilities

- Access to safe water and sanitation reduces malnutrition and infant mortality
- Children of inadequately nourished mothers are more likely to suffer from health problems, and health in early childhood exerts a lasting influence on health and other outcomes (earning capacity) in later life
- Economic Integration: Role of Regional Infrastructure
- Attracts investments to the region
- Contributes to poverty eradication
- Promotes intra-regional trade and cooperation

Performance of the local construction Industry

The works and transport sector was directed by the President to build the capacity of local contractors to enable them compete for jobs in roads, energy, water, etc so that they contribute to the development of the country. The directive is in line with the Policy for Development of the National Construction Industry which was approved by Cabinet in 2010. Furthermore, the Government through the Ministry of Works and Transport is developing a local content strategy.

Over 70% of civil works contracts in Uganda are undertaken by foreign companies and a big portion of the road construction requirements are imported. For instance, in 2018/19FY only 28% of all road contracts were allocated to local contractors. However, this was slightly better than in 2017/18FY where only 24% was allocated to local contractors.

Conversely, even in the rare cases where the contracts have been allocated to the local construction industry like in the case of oil road projects, the contractors lack the technical, equipment, and financial capacity.

Regarding technical skills, the construction industry is faced with a challenge of weak regulation that has enabled non-existence of certification of artisans, technicians, technologists thus allowing competition with the 'jua kali'.

Additionally, Institutions such as technical colleges and polytechnics that were responsible for training of technicians and technologists are being turned into universities. This has resulted in more theoretical inclined education, training and fewer hands on/ practical work. This partly explains the current rampant cases of collapsing structures resulting in loss of lives and properties.

CONTINUED ON PAGE 30



ABUBAKER TECHNICAL SERVICES & GENERAL SUPPLIES LTD.

Background

ABUBAKER TECHNICAL SERVICES AND GENERAL SUPPLIES LIMITED is a Civil Engineering and Construction works-oriented company that was formed in 2002. Abubaker is a limited liability company and was registered in 2002 under number 52003 by the Registrar of Companies of the Republic of Uganda.

The company commenced operations in the year 2005.

The company offices are located at plot 1508 Kigombya - Mukono which is about 22 kilometres from the Kampala City Centre along the Kampala Jinja Road Highway.

The company's full address is as follows:

Postal Address:	P.O. Box 29087, Kampala, Uganda
Telephone:	+256-392-949990,
Email:	info@abubakertech.com
Website:	www.abubakertech.com
Contact Person:	Hajji Juma Kalema Kutakulimuuki.
Tax Identification Number:	1000059344
VAT No.	24619-Z.



What We Do.

- » New Road Construction (Paved and Unpaved)
- » Road Re-construction and Rehabilitation (paved and unpaved)
- » Bridges
- » Road Maintenance (Periodic and Routine)
- » Drainage Construction
- » Drainage Maintenance
- » Large waterway Channel Construction and Maintenance
- » Remodeling and alterations for traffic schemes
- » Road markings and signs
- » Building construction and renovations
- » Supply high-quality precast products (concrete pip culverts, paving blocks, kerbs, solid blocks, paving slabs etc.)



Plot 1508, Kigombya, Mukono
P.O Box 29087 Kampala, Uganda

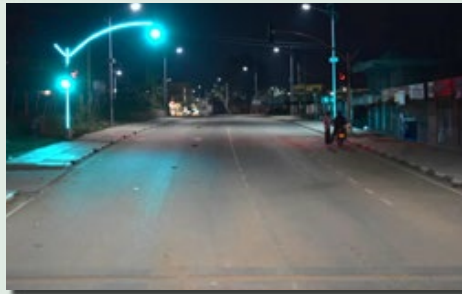
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ABUBAKER TECHNICAL SERVICES & GENERAL SUPPLIES LTD.

Service Catalogue



FROM PAGE 27

Furthermore, credit lines for local contractors are expensive (due to high interest rates on borrowing) which makes it difficult for them to compete with other contractors whose governments provide subsidies and other forms of support. Unable to afford modern and appropriate equipment, local contractors resort to using any available equipment, for example the use of a wheel loader for opening a road. This leads to inefficiency and early deterioration of the road equipment. Consequently, the country is unable to develop a minimum threshold of competent national expertise for construction, operation and maintenance of national transport infrastructure. In addition, delays in payment of works certificates have led to the collapse of some local contractors.

Recently, the Ministry of Works and Transport conducted the Uganda Road Contractor Registration and Classification Registration exercise and of the over 1,000 contractors on the Uganda Registration Services Bureau, only 81 (8%) applied for classification and registration as Road contractors and only 20% of these had the required qualifications. These results were presented to various stakeholders in a workshop held on 8th November, at Hotel Africana. Apart from most contractors being averse to disclosure of pertinent information, they did not meet the eligibility and technical criteria; Under eligibility, they lacked proper annual returns and tax clearance, copies of identification documents, and powers of attorney, trading licences, certificates, incorporation, and being foreign companies. Technically, they didn't meet minimum requirements for the class applied and lacked the suitable key staff and appropriate office/workshop premises.

The problems are further worsened by lack of a central approving authority. Unlike previously, where all projects of engineering nature were approved by the Engineer in Chief, each institution prefers to have independent approvals of their projects lately which compromises quality assurance.

Conclusion

The construction industry is key to the economy of the country as evidenced from its GDP contribution. Efforts have been made to support the develop-

What are the facts?

- **Africa still has substantial infrastructure deficits. AfDB estimates it at 170 billion dollars per year.**
- **Housing alone is estimated to have a deficit of 51 million units.**
- **Uganda's infrastructure deficit is estimated at about USD.1.4 billion per year.**
- **In a related study, which I am about to release, Uganda losses about 20% of GDP per year due to infrastructure deficits in GKMA alone.**
- **For Uganda to benefit from the regional integration, it must address its infrastructure deficit consistently.**
- **Construction industry contributes about 12% of our GDP per year. Investment in infrastructure has been at highest in the last 10 years.**
- **However, the "Uganda has a substantial implementation challenge.**
- **The quality of infrastructure delivered in the country compromises growth and returns on investment on these borrowed funds;**
- **The capacity of the contractors is weak and the regulation regime is even weaker.**
- **The issue healthy and safe are not taken care of.**
- **The affordable financial unavailability is the binding constraint.**
- **The construction sector in the country is foreign denominated.**

ment of the local construction industry. However, there are various challenges that are still hindering its growth but notably is the financial capacity that directly impacts on other parameters. It is therefore recommended that government should consider the following: -

- Set up a revolving equipment lease fund for the local contractors to enable them meet the high cost of construction equipment. The interest rate of the revolving fund should be favourable to enable the contractors operate business.
- Establishment of mandatory training of graduate interns. Each contractor should be compelled to a given number of interns per qualified employee. This should be done to transfer skills to Ugandan youth by all construction companies operating in Uganda.
- Establishment of a specialised training centre for plant operators and mechanics. This category of people requires special skills yet they do not have a gazetted training centre.
- Initiate a 10-year strategic programme with total of 1,000km as Affirmative Road Development Pilot Projects to deliberate training to prime national providers for execution of real paved works thus reduce the unit cost of paved roads. This would address the critical need for domestic paved roads construction providers and impact to stimulate further investment in equipment and human resource assets for domestic contractors.
- Strengthen the position of Chief Engineer of government and ensure that office quality controls all infrastructure standards in the country.
- Institute an International certification programme for all artisans in the construction company.
- Put a stop to transforming technical institutions and polytechnics to allow for adequate production of artisan to address the regulation of Engineers to Artisan.
- Institution mandatory practice of Certification of Safely protocol by all contractors with now of ensuring that healthy and safe protocols are in place.
- Encourage local contractors to put in place acceptable governance structures.



SELF MADE SOLUTIONS IN CONSTRUCTION INDUSTRY

Can Eng Jonathan G. Mwedde

UNABCEC SACCO was established in 2017 with the objective of harnessing savings to provide investments and affordable financial services to the members of UNABCEC, their employees and family members. The SACCO currently serves the Staff and immediate family members of all UNABCEC membership.

Her Vision is "To be the leading Contractor's financial institution in Uganda for mobilizing savings and providing dedicated financial products and services to its members.

The Mission is "To provide effective financial solutions by ensuring high quality, prompt and affordable credit facilities to members.

The objectives of UNABCEC SACCO are to;

1. Encourage regular savings amongst members to generate a pool of funds for the broader benefits of members.
2. Provide low interest loans to members
3. Undertake investments jointly as a group
4. Negotiate favorable interest rates and credit terms from financial institutions for members
5. Help members acquire assets at favorable terms
6. Provide Bank guarantees to members at subsidized rates to support their bid requirements
7. Provide welfare facilities and training/educational resources to its members.

The membership of UNABCEC SACCO comprises of;

- All registered members of UNABCEC (for corporate members)
- Directors of all companies registered with UNABCEC

- Employees of companies registered with UNABCEC
- Staff of UNABCEC Secretariat and SACCO secretariat
- Immediate family members of Directors of UNABCEC member companies.

Benefits to Members

- Access to low interest loans within the shortest time possible
- Undertake investments jointly as a group and benefit from economies of scale
- Negotiate favorable interest rates and credit terms from financial institutions as a group
- Acquire assets at favorable terms
- Get better returns on savings to be availed as interests and dividends
- Access bank guarantees at subsidized rates to support bid requirements
- No collateral requirements for securing the loans

Working in partnership to ensure non failure in delivering contracts.

LOAN PRODUCTS

1. Business/individual loan
2. Bank Guarantee loan
3. Invoice discount loan
4. Salary loan
5. Development/Mortgage loan
6. Equipment loan
7. Car loan
8. Emergency loan processed within 24 hours
9. Education loan
10. Insurance loan/Bonds
11. Wedding and special seasons loans
12. Dividend advance loan

QUALIFICATION FOR LOAN ACQUISITION

- Must be a fully paid up member
- Regular monthly saving for at least 3 months (except for equipment and

- development loans)
- Ability to pay and security/guarantors provided
- Provision of atleast 2 credible guarantors

HOW TO BECOME A MEMBER

- Filling the membership application form available at UNABCEC Secretariat
 - Attaching three recent passport sized photographs (for individual membership)
 - Attaching a copy of certificate of incorporation (for corporate membership)
 - Attaching a copy of the national ID/ passport (for individual membership)
 - Attaching a copy of the UNABCEC membership certificate (for corporate membership)
 - Attaching a letter of recommendation from the MD/CEO of the parent company (for individual membership)
 - Pay UGX 100,000 and UGX 50,000 being a one off membership registration fees for corporate members and individual members respectively
 - Deposit the minimum of 50 shares and 3 shares for corporate and individual membership respectively.
- We save and Grow together

CONTACTS

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LUGOGO UMA SHOW GROUNDS
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GENDER AND CONSTRUCTION:

Enhancing gainful employment of female casual workers



If you look around you, in any part of the country, there is a construction project going on. It may be a road, shopping mall, school. The industry is a multi-disciplinary field which is relatively labour intensive with numerous potential sources of income and livelihood for many workers. But to what extent has female workforce embraced the industry? Who are the women currently engaged in the sector? Do they enjoy the promising gainful employment within the sector? These are pertinent concerns that need to be answered to in the construction sector.

The issue regarding the limited economic engagement of women in construction has been a concern for many years. The gender disparity has attracted stakeholders' attention. CEEWA-U is cognizant of on-going efforts to enhance employability, economic engagement and career advancement of women in the industry. However, we are wary that majority of women work force have remained in low-paying stereotyped vocations (hair salon, catering) and neither fully accessed nor exploited the economic opportunities in the most lucrative or fastest growing sectors in development. Meanwhile, a significant number of women, economically engaged in the sector, have continued to serve in low paying jobs like sanding, vanishing, porters, and lunch providers to male workers at the sites. There is also increasing attention to the emerging environment issues or occupation hazards affecting the female engaged in mining.

Of particular interest, we undertook a literature review on women's involvement in the construction sector in Uganda to validate our concerns. This was complemented by views of select employers and employees in industry on the following: (i) level of participation and interest of female casual in the industry; (ii) challenges experienced by women employers or employees, and (iii) training needs to enhance their career advancement and returns from the occupations.

The findings underscore the need to lobby for and undertake appropriate action to leverage these women's competence for gainful jobs or high paying occupations and trades in the construction industry.

Where are women in the industry?

There is evidence that more peri-urban women have ventured into the construction works. It is also argued that there is a shift in women employment paradigm because of reduced agricultural activities due to climate change. In addition, female farmers are struggling to make ends meet because of the high cost and as a con-

sequence, choose alternative low paying casual jobs in the construction sector. Accordingly, the past decade has witnessed more female join the industry and are embarking on formerly male - dominated jobs- mining, painting, landscape gardening, carpentry, stone quarry.

However, women are underrepresented in the construction industry. According to the National Labour Force Survey 2016/17, the construction sector employs 2.2 per cent of total working persons in Uganda with a share of men workers put at 4.2 per cent and female at 0.2 %. The proportion of the youth employment in the industry is 8.2% for men compared to 1.3 % of female youth.

Few women have ventured into lucrative occupations in the construction industry. Evidence has shown that women tend to work in less risky jobs, that are more likely to be informal due to flexible hours of work (EPRC, 2018). More men were in paid employment and were also likely to be employers compared to women. In addition, women remain a minority in the executive and managerial positions in the sector. Men were found in more labour-intensive industries of work (plant and machinery and craft).

Nonetheless, the past decade has witnessed more girls and women join the industry and embarking on former male - dominated jobs- mining, painting, landscape gardening, carpentry, stone quarry. We are aware that women have, traditionally, been fully responsible for the construction of houses for the homestead in Northern Uganda. In Rwanda, for example, brick laying has been gradually handed over to women at the construction sites.

The construction industry is normally referred to as an unorganised sector with no clear-cut employer-employee relationships and lacks most forms of social protection. The female workers, like the men, are usually casual, contract, migrant, home-based, own-account workers who



“I love painting houses as a second source of income to complement my catering service. More so, in pursuit of my painting career, I have developed a great interest in tilling which blends well with painting. But I have not been able to venture into the occupation. Neither have I received any encouragement to do so. The common responses are ‘this is a male-dominated occupation’. But I will not relent. I will endeavor to acquire the requisite skills. When I ventured into painting it was a male dominated job and the journey was not easy then. But, now with assistance of the modern technology and tools I do not regret.”

A SMALL-SCALE ENTREPRENEUR IN NTINDA, KAMPALA

Women constructing a Manyatta in Karamoja, Northern Uganda



attempt to earn a living from whatever meager assets and skills they possess. They normally work for low wages.

Why the gender disparity?

Despite the increase in the number of women being employed in the construction industry, they still constitute a very small percentage of the industry's workforce, which is less than 10%. Nonetheless, it is a conviction among many stakeholders that while they may face many challenges and barriers, women can prove their ability and are competent to rightfully take up any position on-site within the construction industry.

Therefore, the fundamental question is why women continue to keep away from the Industry? Cruz and Klinger (2011) argue that due to life-long discrimination and job stereotyping, most women work in low-paying and lower status jobs with little decision-making or bargaining power. It is also noted that generalisation about the difficulties or discrimination for women in a male dominated sector is not sensible without knowing where the discrimination is taking place. In Uganda, the major reasons are known but not systematically documented nor analysed to identify the extent of their impact on reducing gender inequalities in the Industry.

Key causes of gender inequality

The predominant negative image of construction portrayed as requiring both brute strength and tolerance for hard conditions (outdoor conditions, inclement weather). For instance, the "image" makes both men and women uninterested in or reluctant to enter the industry. The perceived 'image' have had a major impact on passion, interest, selection, choice, and career advancement. This is unlike of the public's perception of the services or social sector that is somewhat neutral – neither positive or negative. It is principally this image that discourages women from entering the industry (Agapiou, 2002).

The use of gendered language in the construction industry perpetuates stereotyping and negative perceptions. 'Caution: Men Working Overhead' signs are found on most streets or road renovations – which uphold the perception that women in construction are a minority. This gender biased language needs to be altered.

The culture of the industry is openly



Women and girls in a Stone quarry found in Bukasa, Makindye division.

masculine which is exemplified by long working hours, working away from home, and stereotypical male jobs (labour intensive). Women are seen as a weaker sex who cannot manage the heavy machines in the industry (UBOS 2019). Furthermore, the childbearing and childcare responsibilities of women have continued to undermine their job security (Oxfam 2018). Within industry, the site-based environment is typically seen as hostile to women, whilst the office environment is comparatively accommodative. In recent years, some contractors have demonstrated commitment to improve site conditions for women, but these are sporadic.

General lack of knowledge and information about the industry. The perceived masculinity and negative images of the sector are to a large extent attributed to limited understanding of the sector and its job opportunities. Many persons have only a vague and superficial knowledge of the industry - which is limited to bricklaying, joinery, and painting.

Apparent limited discussion on the

scope and adoption of technology innovation which perpetuates the masculinity image. It is not yet common knowledge that technology innovation will eventually reduce brute strength required to perform the tasks in the sector- making construction jobs less taxing in the future. More sensitisation is required to enhance access and use of new technology so as to change the current mindset about the image of the sector.

There are major gender disparities within proportion of persons employed in occupations requiring technical and higher education qualifications. Uganda Bureau of Statistics, 2017 reveal that female enrollment in technical and vocational training institutions is almost half that of male students (female at 14,227 and male at 24,485). The share of male employees (production and other specialised managers) with a bachelor's degree was 42.4% compared to that women workers (27.9%). Meanwhile, 29% of these male workers had a master's degree as compared to their female counterparts (13 %).

It is also apparent that significant number of women join the sector as so workers and remain unskilled till the end of their working life span. However, there are greater chances of the men securing training and systematically upgrade their construction skills to graduate as masons, supervisors and contractors. It would be helpful to document evidence, underlying causes in Uganda and pursue affirmative action to address the skill gaps.

Underlying cases in Uganda

Work - family conflict or inter-role conflict is a significant issue whereby job and family demands cannot be met simultaneously. While men and women both need to balance the demands of work and home life, women still bear the primary responsibility for domestic duties, including child bearing and care, in most households.

The construction industry has a tradition of working long hours, including routinely working through weekends. Site-based employees, both professional and manual workers, are usually subject to changing

work locations and travelling substantial distances and/ or long periods away from home, a situation which can present serious difficulties in terms of transport and child-care. A lack of compliance with such cultural norms can adversely impact promotion prospects and even future job security.

Breaking gender-biased barriers

“It’s interesting that when you ask people about their perception of the industry, it is rooted in the past. Girls immediately think of bricklayers and have bricklaying in mind when they answer the question.” (Nicola Thompson,2009). The truth is that there’s so many jobs in the industry, most of which do not involve physical labour, but rather, need a specific level of skill set or training or education and attention to detail. For those carrying out manual work, brute strength is no longer needed as advancements in engineering and technology mean that machines can now shoulder the majority of the work.

There is a growing demand for female casual workers with vocational skills in various trades. All the male- employer respondents demonstrated that women have a great potential for excellent performance because they have the best attributes that include patience, neatness, good management and leadership skills. Their performance and potential career development is currently constrained by the fear of heavy machines and lack sufficient technical knowledge and skills - needed.

The respondents are convinced that, once women workers are given appropriate basic or elementary knowledge and techniques, they would effectively supervise the employees and ultimately manage the heavy machine-loaded sector. Accordingly, they underscored competence needs in the following areas: basic knowledge and skills in the various occupations; heavy machine handling, understanding of occupational health hazards, as well as management and leadership skills.

Majority of women respondents indicated that they value their occupations and the associated incomes. The women workers are engaged in painting and decoration, sanding, vanishing, cleaning and serving food, landscape gardening, and others are entrepreneurs in furniture. Nonetheless, they decried the status-quo and the dearth of technical competen-



“I am a proud employer and employee in the furniture industry but sometimes I feel neither an effective boss nor a creative worker. I have been working in the industry for over 10 years – praying for levitation of my status to a greater and higher paying job. As an employee, my tasks involve vanishing, painting and scrubbing. Meanwhile as an entrepreneur, I have reasonable number of customers at any given time and employ carpenters who are so loyal to the enterprise. That aside, I believe I have not performed to the best of my ability. There are so many women, like me, who have a passion for the occupation but lack sufficient knowledge and skills to leverage their status in either economic engagement.”

A WOMAN WORKING IN THE FURNITURE MART IN KASANGA

cies required to help them access more lucrative occupations, pursue enhanced productivity, and ensure generation of quality products with less costs.

As a consequence, our respondents, female casual workers, yearn for basic knowledge and skills for the industry. The representative from Directorate of Industrial Training in the Ministry of Education reported an increasing enrollment of women for hands- on- training programs in various vocations in the construction industry in Nakawa Vocational Training Centre in Kampala. This was further substantiated by a respondent from Uganda Small Scale Industry Association. The trend is that many women are running businesses in the various occupations and would like to know more about the underlying concepts and skills as well as modern and cost-effective ways of delivering the product or services.

The respondents, especially the district community Officers in the three districts,

reported a growth in private vocational training institutes that cater for skills needs in building, painting and decoration. However, many women casual workers can hardly afford to enroll for such private courses.

Competence building

It is the intention of CEEWA-U to promote employability of women for well-paying occupations targeting women, especially the underserved. Our main thrust is to encourage women to move away from “stereotyped female jobs” which are not well paying to more gainful employment. For example, within the construction industry.

We are aware that meaningful progress will only be achieved with a change in perceptions of the industry - shifting from the negative and masculinity image of the industry to a lucrative sector for all genders. We underscore a concerted effort to build awareness on the potential economic opportunities for women excellent pay opportunities, benefits and career opportunities available in the industry. Furthermore, it is important to demonstrate success stories of non-skilled women engaged in the sector to motivate many women workers to venture into the opportunities.

To respond to the desire to acquire basic vocational and business management skills, we prioritise access access to affordable hands-on training programmes that would help women:

- (i) Elementary vocational skills to enhance their understanding of the knowledge and concepts and equip them with basic skills and techniques of the respective trades in construction sector.
- (ii) Basics business management and entrepreneurship skills to help them foster sustainability and competitiveness of their own enterprises in the sector;
- (iii) Management and supervision skills - that can allow them to exploit their management potential; and
- (iv) Use of ICT in commodity or service innovation, business planning, marketing and networking.

We are recognise that needs for the women entrepreneurs or workers in the CI go beyond skilling to include: access to credit through a special fund; incubation centers; scholarship or affordable training opportunities; and mentorship and internship opportunities.

TAX AUDITS

Embrace them, don't "hate" them

By **Albert Beine** –CEO Global Taxation Services Ltd



As part of ensuring that taxpayers are complying with tax laws and regulations of the land, it is a normal practice for the Commissioner General of the Uganda Revenue Authority (URA) to carry out tax audits on taxpayers.

These audits are carried out to ascertain whether taxpayers are paying the correct tax liability at the right time and in the right place. It is also important to note that it is during these tax audits, URA officers sensitise taxpayers about their rights and obligations.

The tax reviews can be in form of return examinations or comprehensive audits that would cover a number of years and various tax heads. Whichever type of tax review that a taxpayer is undergoing, it is important to know that URA is not necessarily doing this to punish you as a taxpayer.

Rather, URA carries out the tax reviews to ascertain your compliance levels and advise you on your obligations. Definitely if tax exposures are identified, URA will compute both the principal and penalties in accordance with the relevant laws.

Therefore, tax audits by URA should be looked at positively rather than as an inconvenience to taxpayers. A compliant taxpayer can use these tax audits to gain more knowledge about tax issues affecting his organisation. This helps in ensuring that your organisation is fully compliant.

But what should a taxpayer do when these tax auditors knock at the door? Ordinarily, URA will first send a letter of commencement to a tax payer. This letter usually indicates the period and the tax heads to be audited, the suggested date of commencement and the documents/records to be availed.

In this article, we shall briefly look at

some of the things that a taxpayer can do before the audit commences, during and after the completion of the audit.

PREPARATION FOR THE TAX AUDIT

Now that you have received the letter of audit commencement, below is a list of what I consider a taxpayer should do;

a. Don't panic

As a matter of fact, it is now true that your organisation has been identified by URA as one that has to be audited. Do not curse your gods. Rather, look at it as an opportunity to learn more about taxation in Uganda. Do not panic. For God's sake, these URA officers are not coming with handcuffs. All they are carrying are tax laws, pens and possibly laptops.

b. Extension of commencement date

For some reason, should you not be ready to accommodate them on the suggested date of commencement, you have the right to request for extension. However, this right should not be misused to ask for unreasonable extensions. Remember, the Commissioner General has powers to access your premises, records, computers without any prior notice if necessary. As such, such a request for extension of commencement date should be backed by genuine grounds and should be reasonable.

c. Call your tax advisor to discuss & plan for the audit

Not all of us are very comfortable with tax laws and regulations in this country. While your accountant could have been preparing and filing all your tax returns, this could be the time to call on your tax advisor to discuss and plan for this tax audit. Your tax advisor will look at the information required by URA, the

timelines, the period to be covered and will advise accordingly. Secondly, having such an audit managed by a tax advisor helps you to concentrate on your business. But most importantly, it helps to ensure that issues are resolved quickly. Remember, you may need to officially appoint your tax advisor for this assignment and inform URA accordingly.

d. Prepare the relevant information

As earlier mentioned, the URA audit commencement letter usually lists the nature of records to be availed. It is of the essence that at this time you prepare ALL the information requested by URA. However, if the timelines cannot allow, this should not stop the audit from commencing. It is most likely that URA officers will allow to commence with the available information/records as you prepare more records for them.

e. Inform relevant staff to avoid any surprises

To ensure that the audit goes on smoothly, it is vital that you inform the relevant staff in your organisation about the impending tax audit. These should probably be staff in your finance department and possibly your human resource department. As these staff would be essential during this audit, they need to be informed and guided on how the audit will be handled. If possible, let your tax advisor talk to them before commencement of the audit.

THE AUDIT PROCESS

Now the commencement date has been agreed, records are ready, lights are green. Below, we discuss some of the things you need to do during the audit process.

i. Invite your tax advisors for the opening/kick-off meeting

It is a normal practice for URA audit teams to have opening/kick-off meetings with management of the organisation being audited. These meetings help the URA audit teams to understand much about the organisation and how they do business. To ensure that everyone is on the same page, it is crucial that you invite your tax advisor to be part of this meeting.

ii. Appoint one contact person in your organisation to deal with URA auditors

To avoid giving duplicate records and or information to the tax auditors, you need to appoint one contact person from within your organisation who should directly deal with URA. It is important that you appoint someone who has a wide knowledge about the finance function of the organisation, including record keeping, the nature of business and tax issues of the organization.

iii. Document information provided to URA, date provided and date returned

As earlier mentioned, URA auditors will have asked for some specific records in their audit commencement letter. However, more information may be asked as the audit progresses. To ensure that you monitor records provided to URA, it may be necessary that you document what records you have provided to URA and the date provided. If URA has carried some documents to their office, you may ask them politely to sign for the documents carried away and the date when they are returned.

iv. Be cooperative

These auditors are doing their job for which they are paid. The relevant tax laws give them powers to carry out these compliance audits. These are people like you. They are at your premises not to crucify you but to help you with your tax issues. As such, give them all the assistance required. Fortunately, we Africans are hospitable people.

Please treat these auditors the way you would treat your visitors. Once this is done, you will learn much from them in terms of taxation issues in Uganda.

v. Avoid off the cuff questions and consult your tax advisors on queries you are not sure of

During such a tax audit, it is normal for URA auditors to ask as many questions as

possible. Again, this is very ok since they are doing their job and they need to get as much information as possible. However, if you are not in position to answer some questions, you don't need to. Some of these questions may be off-the cuff questions, technical questions, etc. Should you not feel comfortable answering some questions, please ask URA to put them down and contact your tax advisor.

vi. Invite your advisors for the exit meeting

If you choose not to involve your tax advisor throughout the audit process, it is important that you invite your tax advisor for the exit meeting. This is to ensure that any outstanding issues and questions can be answered and resolved amicably.

AFTER THE AUDIT

Now the audit is done. You may have agreed and disagreed on some issues. That is very natural. The dust is a little settled but not all is over. Below we discuss some of the things you need to do after the audit is completed.

a. Follow-up with URA to issue their official management letter and assessments confirming the position

Once the audit has been completed, it is a normal practice for URA to communicate their findings. However, if you have not received any official communication following the completion of the audit, it is important that you follow up with the audit team and ensure that an official communication of their findings is received. The communication should indicate the period and tax heads covered.

b. Respond to URA's letters on timely basis

If you have received URA's letter of findings after audit completion, it is important that you respond on a timely basis on the issues you probably don't agree with them. This enable you to further resolve more issues before assessments are finally raised. More often, URA will write a letter and give you timelines for responding. These timelines should be honored.

However, if for some reason you are not able to respond on time, it is im-

portant that you inform the Commissioner (or the person who has sent the letter) about your inability to respond within the timelines given.

c. Pay any tax not in dispute

Like we said earlier, these auditors were not just visiting you for a cup of tea only. Rather, they were looking at your organizations level of tax compliance. As such, if tax has been identified, it will be computed together with penalties. Now, to avoid any further accumulation of interest, please arrange to pay any tax not in dispute.

However, it is also understandable that an organization may be facing cash flow problems. Should this situation arise, you may approach the Commissioner and request to settle the tax not in dispute in installments.

d. Ensure objection (if any) is filed within time

It is also very natural for human beings to "agree to disagree". If you have received an assessment and you are not in agreement, you as a taxpayer have the right to object to the assessment. A tax payer who is not satisfied with the assessment may within 45 days from the date of receipt of the assessment lodge an objection to the Commissioner as provided under 24 of the Tax Procedures Code Act.

e. Appeals to Tribunal or High Court

It is also very natural that some issues may not completely be resolved. As such, should you lodge an objection to the assessment and the Commissioner sends you an objection decision, you need to know that at this point you still have an opportunity to appeal the Commissioner's decision to the Tax Appeals Tribunal.

Under the Tax Procedures Code Act, you as a taxpayer has 30 days after service of notice of objection decision to appeal this decision. At this point, it is advisable that you involve your tax lawyer to ensure that all the legal procedures are followed correctly.

Albert Beine is the CEO Global Taxation Services Ltd.



Hilton Hotel under construction by Roko Construction Ltd.

CONSTRUCTION CONTRACTING IS THE BEST BUSINESS

By Golooba Vincent

Construction is one of the oldest industries that has been entrusted throughout the generations with the task of transforming society's ideas and needs into workable infrastructure solutions. Prior to the Industrial Revolution, each construction project was undertaken by a master builder who was tasked with both design and construction; and as far back as Babylonian times, the relationship between the owner and the builder was governed by a detailed code. The advent of specialization and freedom of contract, brought about by the Industrial Revolution and documented by economists such as Adam Smith, resulted in owners no longer relying solely on the master builder to take their project from concept to completion, but rather on a cadre of specialists. This development resulted in

the owner having to enter into individual contracts with each of the project participants – contracts that governed the specific role each would play in relation to project execution.

This approach continues today, with the owner creating a mosaic of contracts that includes contracts with the financiers, designers, suppliers, insurance providers and, at the heart of this mosaic, the construction contract – the contract between the owner and the contractor. Construction projects can be differentiated from other projects, such as manufacturing, and it's the best career a young person would choose.

Construction industry is not going away. The manual construction tools and processes of yesterday are very different from the highly-technical applications and devices emerging on jobsites today. As construction projects get more advanced

and more stakeholders are involved, technology has become a necessity on jobsites and gives workers the opportunity to learn and apply new skills. For construction jobs, this means that workers will have new opportunities to work with advanced technology firsthand. Some of the standard "tools" of construction now include mobile construction software and document management systems and disruptive technology like BIM and drones.

Furthermore, skilled field workers are now operating some of the most sophisticated machines in the market making construction sites look more like a futuristic scene than a jobsite. The good news is that the future will continue to get bright with technology use on jobsites. The industry is just finally making the digital transition and construction professionals are wising up on the improvements to



their bottom lines that they can only achieve with the help of technology. Even if you're not committed to a long-term career in the building industry, a solid construction job in the short-term could provide you with the skills and competitive edge to take with you to your dream career later.

Construction industry rewards hard work more than any other industry, it values on-the-job training and employers put a lot of time into their staff. Construction is also home to many self-employed people and you will have plenty of opportunities to network and start your own business if you want to.

It pays the 4th highest wage of all industries and its only utility and high voltage workers, oil industry, information/computer technicians who are better than the construction business. A large reason many generations aren't entering the construction workforce is due to the idea that it involves extremely hard work for very little pay. Contrary to this myth construction salaries are on the rise. And as a whole, construction worker salaries are expected to continue to steadily rise in future years. If salary is an employment concern for you, construction offers more stability than many other industries with the opportunity to excel, with and without a four-year degree.

It's an owner/operator business and this translates into hundreds of thousands of family-owned businesses that will continue to operate as long as another generation is willing and able to take over.

A construction company can be started anywhere and does not need any port facility or wide open spaces to operate. Starting a Construction Company is one of the most exciting ventures you will ever be a part of. Some people have had a dream to start their own Construction Company for quite some time, where others have just recently realized their entrepreneurial desire. Whichever one you are, the process and emotions will be the same.

No college degree is needed. Majority of construction knowledge is earned while working, not studying. Someone who has owned and operated a construction business for 20yrs has a Ph.D. and No large capital investment is needed.

You can begin with no money, no need for a rich uncle and the only need is an understanding of the economics and construction craft skills.

There is shortage of people wanting/employed in this profession. The labor shortage remains a massive problem for those actually hiring with over 80% of contractors reporting they can't find the skilled workers they need. With such a large percentage of young professionals refusing even to consider a career in the industry, the future of the labor shortage continues to look bleak. But the good news is, with the right research

and skills, there's a construction job waiting for you to fill.

A survey recently asked high school students to rank a list of 50 professions as to desirability. Do you know that construction business came as no. 49, right next to farm worker!!!! We MUST stop this perception. We should communicate the facts to interested parties. I challenge each of us in this field to promote our industry. Let the truth be told.

**Golooba Vincent,
Projects Intern,
UNABCEC**



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PREPARATION OF A QUALIFYING BID

What it takes?

Big projects here is used in the context of big tender, big procurement or big contract (Big roads, Big Bridges, Big Buildings, Big Water Projects, Big Supplies or big Consultancies). It is every business' dreams to win that big life changing tender/contract, so, many Managing Directors and Marketing Executives have always given it their best efforts including doing the 'wrong things' to make sure the win the big tender/contract.

At tender advertisement, every company should stand equal chances of winning a tender. Professionally, every procuring organization should declare their Bidding Requirements (Marking Guide). In public sector procurement in particular, declaring bidding requirements, evaluation methodologies and criteria are mandatory and must be adhered to during evaluation

This piece attempts to guide companies on typical requirements that every good procurement process will test your bids against for a decision. It attempts to lay bare an evaluation process as it should be to enable companies ready themselves to meet evaluation requirements.

Typically, every evaluation process should be designed in such a way that it tests each bid against each pre-set and pre-communicated bidding requirement (evaluation criteria). A section of the tender document has to be dedicated to detailing the bidding requirements and they have to be stated in clear terms and English.

Best practices prescribe that, we subject each bid to three stages of evaluation as discussed below;

A. Pre-liminary Evaluation.

Under this stage, each bid should be examined against Eligibility and Administrative requirements.

i. Eligibility Requirements should focus

at bi-lateral protocols, legal requirements, host country trade policies, social requirements (By and large we can examine: Certificate of Registration/Incorporation, Memorandum and articles of association, trading license, income tax clearance certificate, social security certificate, environmental requirements, manufacturer's certificate/license to mention but a few, VAT registration Certificate where applicable), meanwhile,

ii. Administrative Requirements should focus at bidding restrictions (bid security/bid securing declaration and powers of attorneys)

B. Detailed technical and commercial evaluation.

Here evaluation focuses at examining a bidders technical and commercial capabilities, good evaluation criteria will basically examine five fundamental areas here;

1. Technical responsiveness of the bids to Statement or Requirements (TOR or BOQ/ SOWs or Specification) whichever the case may be.

2. Specific Experience of the company similar in nature and complexity to the project being applied for (a minimum number and monetary worth could be considered)

3. Technical qualifications and experience of proposed project staff (Be sure to propose highly technically competent staff, attach academic testimonials, appointment letters, contacts and proof of experience)

4. Proof of ownership or rights of usage for relevant equipment. You should be able to propose equipment relevant to project being pursued (Be sure to attach certificate of title or

proof of ownership or lease agreement to mention but a few)

5. Finally, good evaluation criteria must examine the financial capacity of a company, be sure to present proof of financial capacity in terms of cash, bank balance, volume of transactions and ability to mobilise financial resources. This can always be deduced from recent audited books of accounts by calculating accounting ratios

C. Financial Evaluation (Financial Comparison).

Finally, the last stage of every good evaluation should look at financial proposals. Here evaluation team will examine arithmetic accuracies of the bid prices proposed, checks any error of commission or omission. Two objectives are sought here; ultimate corrected bid process and ranking qualifying bids in order of the lowest priced bids being ranked in 1st position.

It is important to note that, if any error is detected and corrected, the bidder has to be informed and invited to counter sign his/her bid to agree to the corrections made. This is critical because the corrected bid price ultimately becomes proposed contract price.

Prior to contract signing, many procuring organizations, given the level of faking and falsification of documents, have found it prudent to carry out post qualification and due diligent to triangulate any document or information provided and more importantly to base contract award decision on reliable information.

Therefore, when a procurement process is handled professionally, when a bidder meets and follows the bidding requirement and quote the lowest price, it should not be a hustle to win big projects. I wish to sound a warning about the lowest price here, don't just quote for the sake of winning, at the end of the day, it should carry business sense to win and undertake any project.

Patrick Odida (Mcips)
Vice Chairman Institute of Procurement Professionals of Uganda
Vice President Chartered Institute of Procurement and Supply (UK-Uganda Chapter)
Head Procurement and Disposal Department at URBRA.





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JALIA NASSAZA

For long, there have been reports of Uganda's vocational and technical colleges producing half-baked graduates. At Uganda Business and Technical Examination Board (UBTEB), it is a concern we cannot take lightly. Currently, we have different levels in vocational education and training and these levels have different admission criteria. Primary Seven leavers do the Uganda Polytechnic Community Certificate. For O' level, a student should have passed physics, biology, mathematics and chemistry, depending on the course one has to do.

Much as we consider these requirements, our education system has a small linkage between what someone is studying at secondary and what they study at institutional level. That's where the mismatch begins. Students taking building construction find it difficult to relate the physics they studied at O' level with the physics required in vocational training. In vocational training, what is required is applied physics, which is not covered in O' level. Sometimes, a lot of physics is covered in O' level that a student may not necessarily require. Also, the science and applications we do in school may not be necessary in the world of work; yet we are talking about the world where a student should do an occupational related course.

To address this problem, we decided as UBTEB to design Technical and Vocational Education and Training (TVET) reforms and these are occupational based. We are redesigning courses where students will specialise in a specific field. Agriculture as a course is wide and therefore, in our reforms, we shall require students taking it to specialise in

food processing, livestock management or banana growing.

As we move towards these reforms, we are working with the world of work. In October 2019, our team of assessors and instructors took a study trip to Kakira Sugar Works in Jinja district to understand what goes on in the field of work. At Kakira, our team learnt key values of an employee in the place of work. For instance, abiding with safety and company regulations, time management and flow of work.

However, during training of students, some of these values may not be over emphasised. As we develop our curriculum, we have to train students on such key values that are needed in the world of work. Sometimes, employees complain about our graduates as half-baked because of trivial issues such as time management and discipline yet they possess the required skills.

Safety and standards are key issues we are addressing in our new TVET reforms. Uganda is developing capacity to drill and refine oil and gas. At UBTEB, we are developing capacity for our graduates to handle safety in oil and gas.

Industries also have standards, for example, if we are supposed to fabricate a window, there are key specifications. However, sometimes we use only books, besides some of the standards we follow in the text books are obsolete and were abandoned long time ago and the world moved on. In our new reforms, we are streamlining and harmonizing to attach instructors to the industry to get rules and regulations and updated with new skills.

Our assessors have benefited from this initiative. When training them, we

involve the component of industry and also invite professional engineers to do guidance.

In the past, some of our instructors had a problem since they were taught using a theoretical curriculum and there was no much practice.

Therefore, as UBTEB, we shall assess them according to what is in the industry. We have had several field trips to help our instructors the need to appreciate fusing the workplace culture into students learning. Recently, we had a group of instructors we took to do welding. They were able to analyse a lot and judge for themselves their level of skills they had, compared to what they knew. By training instructors, it addresses learning problems in colleges.

Apart from training instructors, we have developed a skills competition among college students. Every year, students compete in a given set of tasks to test their skills and competence after completing a level and this depends on the course. These competitions are organised at regional and national level.

Our main challenge is limited training materials but we are creating a linkage between colleges and nearby workshops for students to access. With the ongoing reforms, it is a step in the right direction to develop a skilled workforce that will serve the nation but also compete at the international level.

Jalia Nassaza is the Vocational Education manager at UBTEB



CAPACITY BUILDING AND PARTNERSHIPS

top agenda as contractors end 2019

By Chrispus Buule

The Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) held the 26th Annual General Meeting and end of year stakeholder's Engagement Forum at Sheraton Kampala Hotel on November 27, 2019. Under the theme, "Strategic Partnerships for Sustainable Growth", participants and stakeholders unanimously agreed that creating partnerships is one of the ways national contractors would use to build capacity in order to compete favourably with other firms. This was a continued call for inclusion in government contracts especially for the big projects.

Hon. Dr Kasirivu Atwooki, the State Minister for Economic Monitoring and one of the Guest Speakers of the event reaffirmed that government is seeking to implement the 30 per cent local contractors' arrangement and asked contractors to pay workers well to avoid shoddy work. He further revealed that in case of delayed government payments, UNABCEC and contractors should involve Ministry of Finance insisting that government is always willing to pay.

Another Guest Speaker, Dr Joseph Muvawala, the Executive Director of National Planning Authority, noted that capacity building should start with skilling and called on stakeholders to ask government to equip the institutions more. "I think

it was a mistake to close the institute at Kyambogo and turn it into a general university. Today, the ratio of engineers to artisans has dwindled and this is a risk to the sector," Dr Muvawala stated. He cautioned that lack of capacity will have a direct impact on the infrastructure that engineers come up with and this will probably compromise economic growth of Uganda.

Mrs. Grace Munanura, the Senior Procurement Specialist at World Bank, who was also one of the Guest Speakers, explained that capacity is one of the core issues that has downplayed most local companies in the procurement process. Munanura advised UNABCEC to rally low resourced local companies to form

consortiums and press government for big contracts. "Many of our contractors lack capacity. Our advice is that those who have substantial funds can come together and rally government. Some foreign contractors come and convince government to give them jobs and finance them," Munanura added. Moving forward, Munanura told stakeholders that in case of any irregularities in regards to World Bank projects, stakeholders should report whoever mishandles the project for World Bank to take the necessary action.

According to Ms Elizabeth Muhebwa, the Executive Director of UNABCEC, stakeholders' engagement forums act as a high-quality platform for UNABCEC members to share insights and discussions with other industry stakeholders on a number of issues pertinent to the construction industry.

In his remarks, UNABCEC president, Mr Francis Karuhanga, acknowledged government support for UNABCEC and called for a need to classify contractors to avoid irregularities and also misappropriation of contracts.

He also noted that there is a need to entrench the national reservation scheme, mandatory 30% subcontracting of actual works on all development projects, setting up a specialised training centre to train heavy equipment operators and mechanics among other interventions required from government to develop the industry. "We are in a situation where a contractor who has never done a job of Shs100 million in this country wins a project of Shs10 billion. That is a clear sign of corruption. We need classification of these contractors entrenched. People should move from class to class. We also need to train more people in order to build more capacity," he asserted.

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GRADUATE TRAINING set me on my career path

**By Mercy Alupo,
Quantity Surveyor**

I was in Kyambogo University doing a Bachelor of Science in Building Economics, also known as Quantity Surveying. The course cuts across almost all the engineering sections. To break it down, we estimate how much it will cost to put up a structure right from scratch but also estimate the maintenance costs after construction. I graduated in December last year.

For me after campus, I kept thinking, what am I going to do, where I am going to stay, where am I going to go? At first I thought I would go back to the Consultancy Firm where I did my internship from, but then again, I wanted something that would give me exposure, be on site and not just do office work.

I was always on social media, so one day, I saw this advert of UNABCEC telling graduates to apply for Graduate training. I didn't even know what UNABCEC was about, so I ignored the advert. However, someone from where I was doing my internship while in third year advised me to apply for the UNABCEC Training. They said, "You never know you might get an opportunity." So, I applied. After sometime without feedback, I pushed that aside and applied for other things.

After almost three months, I had given up, and since I was done with school, I decided to go back home - Kumi, that is when I received an email from UNABCEC that one of the member firms would call me and I had to let them know whether I am up for the training. But I still had little faith. But it was at that point where I had totally given up and taken a bus back to Kumi, six hours into my journey that this firm called me. The opportunity to do graduate training had come, and they needed me the following week.

After sharing with my parents about it, they encouraged me to return to Kampala and take the opportunity.

The company that had welcomed me was Dansem Construction Company. When I had a chat with them, they wanted to know about my experience throughout school



and the ideas I had in construction. They welcomed me with open hands and I started training with them.

The training

At first, I was scared. This was reality; if there was any mistake, it was going to cost the company. After overcoming fear, the experience was wonderful because once in a while, we would have people coming in to see my progress.

And the beauty about it was, the company had several projects it was running, where I could go on site, see the work progress and take measurements. These were all tangible projects and I had to put in the work to measure things. I had a supervisor who would go through my work before being forwarded to the top management.

I did this for about four months, from August to January 2020, when a job opportunity came around from Seyani Brothers Company. The training was still ongoing but I had to stop the training and take up the job.

Experience and competencies

In school, we could manually do the Take Offs, but in office, you just had a laptop and no paper involved. I had to

use the different software like, Microsoft Projects, Excel, Word which would definitely reduce the work load, and increase effectiveness in work and delivering.

I also had opportunities to attend site meetings and bid openings. I had never been at a bidding in any of the big organisations, but I got an opportunity to do that as well, meet with people, make contacts

Additionally, there was mentorship. I had a quantity surveyor in the company who was my mentor, and I had a lot to learn from him. He would guide me on how things are done, he would then give me time to do it. In other words, if I had work and I didn't know how to go about it, he would give me a hint on how to go about it, or show me how to do it.

Even if I had a new question for example, but I had a previous assignment to accomplish, he would want to see how I have done the previous one before I went to the next. That helped me learn and accomplish tasks in time, not to mention getting feedback in real time.

How beneficial is graduate training?

Like I mentioned already, I had lost

hope. I had applied to places and there was no feedback. So what UNABCEC did was to put my name out there to the different organisations and I eventually got something to do before I graduated. Had I waited until graduation and not applied, I wouldn't have got an opportunity for graduate training, and later a job. I also believe the opportunity has given me skills and confidence and has set me on a sharper edge when I start working.

I believe I stand a better ground compared to a fresh graduate who would start from scratch. I have more confidence working in the real world of work because of the experiences I have been exposed to. In our profession, you need guidance, to see if you are doing things right, and the training helped me with that. I will be doing quantity surveying at Seyani Brothers starting January 13. My advice to graduates is; when you see such opportunities, apply for them immediately, even before finishing campus.

As narrated to Desire Mbabaali

UNABCEC GRADUATE TRAINING PROGRAM

The program aims at providing early experiences to young construction professionals, thus an important stepping stone into their careers.

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Choose yours from the list of shortlisted candidates available on our website or contact the secretariat and make a difference today.



SAFETY AT SITE IS VERY PARAMOUNT



KENNETH MUMBERE

Safety has always been a very important aspect of project and site management. This has however over the years lost ground and this is greatly attributed to a number of reasons but most of all being the degree of involvement of the relevant stakeholders in fronting safety on a particular project.

With safety being categorized as both Health and Environmental, the proper running of a project can only be achieved if and when they are carefully put in consideration and taken seriously.

It is every stakeholders' mandate to be mindful and concerned about their own and their fellows' safety on site. Fronting "one's safety is everyone's responsibility" is set to entrench a mindset that everyone ought to look out for each other when on site to ensure that most of the possible incidents and hazards can

be for seen and managed before accidents emerge. Personnel are therefore supposed to get well acquainted and be trained very well in relation to their safety at their work stations and taught of proper and safe working practices.

There are currently a number of accidents, incidents and near-misses occurring on different sites and these are evidence that there is need for reinforcement and improvement of the currently being practiced safety measures on these sites. These often occur due to the negligence of hazards that are often noticed ahead of time but undermined. The call for safety personnel (Health, Environment Safety Officers) on sites is to ensure that the entire workforce is well vast and up to speed mostly through trainings with any possible hazards in their respective works stations and the

relevant possible mitigation measures for specific tasks and activities incorporated in the specific project being undertaken. The safety personnel are charged with the responsibility of devising means to ensure that the general concepts of Health and Environmental safety are made part of the daily execution of works both in practice and in virtue by among others organizing trainings and retreats, providing written literature and clear signages on site. Personnel are called to train in among others; first aid administering to prevent unprecedented outcomes such as but not limited to permanent damage and even death.

As we pick on new and more efficient technology trends on site, a lot of heavy equipment and machinery are employed on sites. Personnel are subject



to even more risks and hazards derived from among others lack of proficiency in the operation of the machinery and equipment, mechanical breakdowns, and malfunctions. Proper and constant training of operators and mechanics is in order but also ensuring that proper and timely servicing of the machinery and equipment is done.

Work related accidents and injuries impact the work place in different levels. Aside from the effect on employee's health conditions, these incidents could create a huge dent in the overall productivity of the company. Ensuring safety on site is a team effort.

Working at heights-given most construction projects in the city and the neighboring centers today, most of which are tall buildings call for adequate and appropriate Personnel Protective Equipment of Coveralls, safety shoes, helmets, gloves, glasses, ear plugs, safety harness etc. to ensure the safety of the personnel on those specific sites.

General and proper house-keeping should be done efficiently to ensure that all materials are properly place and organized not block movement and access on and around site.

It is important that as we concentrate on making sure there is proper and utmost safety at site for personnel, the community in which the project is being executed and implemented is as minimally affected as possible by the ongoing works. It is susceptible and prone to motor accidents, unnecessary noises from heavy machinery, a lot of dust from speeding vehicles among others. These have to be discussed and effective mitigation measures put in place to avoid grievances from the community and ensure smooth running of the project.

Conclusively, it is important to note that

- Safety at site is everyone's responsibility
- Planning for safety at site is vital-Scheduling meetings

with key managers and workers to establish safety objectives for one's team.

- Irrespective of the project size and location, having Safety Personnel on board is vital.
- Conducting work place inspections to identify what could probably cause harm.
- Proactivity-Anticipating an accident before it occurs and trying to avoid it, will help in preventing most of the poor safety related challenges on site.

- Departmental safety drills (toolbox talks)-mostly conducted in the morning, should be adopted because they bring to personnel's notice the risks, hazards associated with the specific tasks to be undertaken and the mitigation measures therein.

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UNABCEC 26th AGM



UNABCEC President, Francis A Karuhanga calling the 26th AGM to order on 27th November 2019 at Sheraton Kampala Hotel.



Some of the Board Directors at the AGM.



The members also enjoyed a sumptuous meal.

End of year Stakeholders' Engagement Forum 2019



Board Directors and guest speakers at the Forum pose for a group photo.



Guest Speakers; L-R Dr. Kasirivu Atwooki, Dr. Joseph Muvawala, Eng. Joseph Otim and Mrs. Grace Munanura.



Former Board Chairman Godfrey Zaribwende giving a vote of thanks at the end of the Forum.

UNABCEC

Media guided visit in Eastern Uganda



Maintenance works on Tororo- Mbale-Soroti Road by Mota-Engil Engenharia E Construcao Africa S.A.



Equipment stationed at Dott Services' camp site.



Mr. Ibrahim Kasiita, UNABCEC Membership Consultant briefing the Press on the aim of the visit- strengthening partnerships and collaborations among the genuine players in the construction industry.



UNABCEC Projects' Monitoring Unit pose for a photo with a team from Mota-Engil Engenharia E Construcao Africa S.A on the maintenance project of Tororo- Mbale-Soroti Road on 7th October 2019.



UNABCEC Executive Director, Elizabeth Muhebwa with the Project Manager of Dott Services Ltd. on the rehabilitation of Nakalama-Tirinyi-Mbale Road Project.



UNABCEC Projects' Monitoring Unit at a Civil Works project done by Terrain Services Ltd. in Soroti.

MEDIA GUIDED VISIT TO THE EAST

International contractors encouraged to embrace national ones

By **Anthony Mushoborozi**

As is the practice, the last quarter of 2019 saw the Executive Director, Elizabeth Muhebwa, lead the UNABCEC Projects Monitoring Unit and a media team from NTV Uganda to visit projects executed by member contractors in the East and North eastern parts of the country. The visit, which happened on October 7, was made to projects being executed by UNABCEC international contractors who handle multibillion projects with an aim of strengthening partnerships and collaborations among the genuine players in the construction industry.

UNABCEC is a national trade association of construction contractors in Uganda including both national and foreign owned companies. The association recognizes the need for capacity building of locally owned companies through partnering with international contractors in form of subcontracting or joint venturing.

This not only enables national companies gain experience and capacity through learning from their international

counterparts but it also improves the relationship between these contractors hence growing and strengthening the sector. In her press briefing, Ms Muhebwa urged upcoming local contractors not to look at foreign contractors as competitors but as an opportunity to learn and gain experience so that they are able to deliver the same magnitude of work at a certain point in time.

The first leg of the journey was accomplished by visiting the rehabilitation works of Nakalama-Tirinyi-Mbale road project executed by Dott Services Limited. Here, it was noted that the prime contractor was committed to completing the 102km project in the scheduled timeline. The contractor commended the excellent work done by subcontractors (national contractors) on the project. Dott Services also recognises the need to train upcoming construction professionals which they exhibit in the civil engineering interns who were placed on the project.

The team proceeded to the maintenance project of Tororo-Soroti road (Lot 1 - 150km) executed by Mota-Engil Engenharia E Construcao Africa S.A, an-

other genuine international contractor with commendable experience worldwide. The contractor appreciated the role played by UNABCEC in developing the construction industry of Uganda.

The last stop was made on a building and civil works project in Soroti done by Terrain

Services Limited. The project works were smoothly ongoing and the excellent relationship between the prime contractor and sub-contractors on this project was applauded by both parties.

All these international contractors further pledged to continue working with national contractors in a bid to develop their capacity and strengthen the industry at large.

UNABCEC continues to advocate for the local content policy especially the proper monitoring of the implementation of the 30% subcontracting guideline which provides for mandatory subcontracting of 30% of works on projects won by international companies. This will see a number of national contractors gain capacity and eventually develop to execute mega projects.



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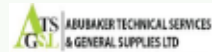
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building, P.O Box 29552 Kampala
0701 510877
dansem ltd@gmail.com
Wadda Fred



DYNACO LTD
Plot 251 Kyeabando-Kisalosalo road, Bukoto
0772 630834 or 0414 691834
dynacolimited@gmail.com
Eng. Jonathan Tugume



ETA ENGINEERING WORKS & SUPPLY CO. (U) LTD
Plot 01/03, Barya plaza, P.O. Box 191
Mbarara/ 36276 Kampala
0772 638445
etacompanies@gmail.com
Kituyi Evelyn



SHEPHERDS SERVICES (U) LIMITED
UMA Showgrounds, VIMTO building, room 2.
P.O Box 1132 Kampala
0772/0712457348
shepherdsservices@gmail.com
Nicholas Masete



GAT CONSULTS LIMITED.
Plot 205 Hills House, Entebbe Road
P.O Box 37067, Kampala
0414 580472 or 0772438420
gatltd@yahoo.com
Mr. Mugizi Leonard



GEOMAX ENGINEERING LTD
P.O BOX 74710 Kampala, Seeta Bukerere rd.
next to Seeta playground
0779963000 or 0700243813
geomaxconsult@gmail.com
Nabaya Silver



HEBRON INVESTMENTS LTD.
Plot 433 Jinja Road
Kazinga Bweyogerere
0772 422359
samkibbe@gmail.com
Samuel Kibbe



HOME BUILDERS LTD
Plot 640, block 195 kyanja - gayaza rd
0414 389122 or 0752 667123
homebuilders.hbl@yahoo.com or aloysius.
lubowa@hbl.co.ug
Aloysius G. Lubowa



KINGSTONE ENGINEERING AND CONSTRUCTION CONSULTANT (KECCO LTD)
Plot 832 Namanve Industrial Park, P.O. Box
8062 kampala
0782264288
muhuza2000@yahoo.com
Muhumuza Michael



MEJARUDA ENTERPRISES COMPANY LTD
Rwenzori School of Nursing Building
Plot 123-129 Kabarole Road
0772337176/0702693995/07024
63339
mejarudaenterpriseLtd@gmail.com
Mulhumbira David



MUGOYAPLUS TECHNICAL SERVICES LTD
Plot 112 Akamwesi complex room E43
0703397796 or 0414340362
mugoyaplus@yahoo.com
Atwine Eliud



PROVIDE INTERNATIONAL LIMITED
Plot 57 Sixth Street Industrial Area –
Kampala
0772520268 or 0772687477
provideinter@gmail.com
Duncan Mwesigwa



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PRUTAZ CONSTRUCTION & VOCATIONAL TRAINING (U) LTD
Tooro Diary building, Plot 16B Rukidi 111 street P.O box 81 Fortportal
0772494288
info@prutaz-construction.com
Kisembo Robert Apuuli



RITE WAY SOLUTIONS LIMITED
Plot 143, Busiro block 342 – 344, Nabbingo, Wakiso District
0782 725324
ritewayolutionsltd@gmail.com
Mutabazi Maurice

ROBERTS ENGINEERING SERVICES LTD

Plot 3580 Block 273 Nakinga Movit Road Namasuba Wakiso District
0772457605
robertseng@gmail.com
Robert Rwanga



SANIX TECHNOLOGIES LIMITED
House No. 16, Charles Lwanga Road, Ministers Village - Ntinda
P.O Box 70287, Kampala
078 27289994 or 0787552279
info@sanixtechnologies.co.ug
Nicholas Mwesigye



SEMEO ENTERPRISES LTD
Plot 831 Bombo Road 2nd Floor Nissi House Makerere Kavule
0772 498527 or 0777 728115
vvuumac@yahoo.com
Vvuuma B. Cyrus



WIM SERVICES LIMITED
Kisozi house, Plot 8 Kyaggwe road, P.O. Box 30582, Uganda
0782 454568
wimserviceslimited@gmail.com or info@wimservices.com
Katumba Allan

CLASS A-5 CONTRACTORS



AL-MUBARAK CONTRACTING
PLOT 1021 Bweyogerere-Kirinya road
0704 603198
kadt2007@yahoo.co.uk
Jesse Otwane



BAKHIT BUILDERS LTD
Plot 49B, Arua - Pakwach Road.
P.O Box 679 Arua, 0772374727
owachgiu2011@yahoo.com/owachgiu2015@gmail.com
Owachgiu Abdurahman



CME ENTERPRISES LIMITED
Plot 1 Akabwai Road Lira, Weite Djok Lane.
P.O Box 948 Lira
0772 446135
enterprises.cme2000@gmail.com
Eng. Ojilong Charles



CRISP CONTRACTORS LTD
Plot 57 Bandalia rise - Bugolobi
0777 147607 or 0772212100
crispcontractors@live.com
Francis Kazinduki



DA TRACK LIMITED
Plot 932, Block 223. 2 floor Ebenezer house Kireka- Namugongo Rd. Opposite Uganda martyrs hardware
0772978870
info@datracklimited.com
Katongole Christopher



DACOSI LIMITED
Plot 2602, Block 216 Ntinda- Kulambiro Road
0752636110 or 0754535204 or 0392002613
dacosiltd@gmail.com
kishajja.pk@gmail.com
Paul Kishajja



ETABCO PANAFRA LIMITED
Plot 209, Old Kira road, Bukoto Kampala
P.O Box 819 Kampala
0779079883
khaled@etabcopanafra.com
Khaled Al Alem



FLEXIHOME LIMITED
Plot 15 Ntinda complex, Ntinda Road.
P.O.Box 36582, Kampala
0414-690798 or 0782-454041
aroriza@flexihomes.net
Aaron Ahikiriza



FRIENDSHIP (U) LTD
P.O Box 57 Gulu
0779937284
friendship.charles4@gmail.com
Okidi Charles



HEAVY INVESTMENT LIMITED
P.O Box 551 Kakumiro
0783689997 or 0772434689
fatumanassiri@gmail.com
Nassiri Fatuma



JAMI CONSTRUCTION COMPANY LTD
Plot 954 Kintu Road, Kitintale. P.O Box 2359, Kampala
0772494329
jmwedde@yahoo.com
Can. Eng. Jonathan Mwedde



JUSCONA ENTERPRISES (U) LTD
Kagadi Isunga road, Kibaale.
P.O Box 27 Kagadi
0785 100678
jusconaeenterp@gmail.com
Nakomya Scovia

>>> Annual contracts below 1Bn UGX



KAVCON (U) LTD
Lugalama Shopping Centre, Ntinda. P.O.Box 28785, Kampala
0393514613 or 0772 507560
kavconlimited@gmail.com
Andrew Kavuma



LUBBE CONTRACTORS LTD
Plot 1021, Bweyogerere-Kirinya road
0704 603198
sharifkalema@yahoo.com
Jesse Otwane



MALT (U) LTD
Plot 1547 Block 29 100m off Mawanda Road Kawempe Division
P.O.Box 21058 Kampala - Uganda
0701-661293
malt_u_ltd@yahoo.co.uk
Alice Bongeyirwe



MBAFAKOKI PRODUCE ENTERPRISES LTD
P.O Box 4 Karuguzza Kibaale
0751295530
semgeofrey@gmail.com
Zziwa Joseph



MOLECULE INVESTMENT (U) LTD
P.O Box 1667, Lubiri ring road
0772680420
ndiwalanapeter@gmail.com
Ndiwalana Peter



PERFECT MULTIPLE ENGINEERING & CONSULTANCY SERVICES (U) LTD
Namanve Industrial Park,
Plot 2420 Jinja road
0776 744885
sales@pmecs.co.ug
Nkooka James



REENBOOG CONSTRUCTION SERVICES LTD
3rd Floor Krish Mall.
P.O Box 35879, Kampala
0759653705
reenboogconstruction@gmail.com
Mariam N. Kabanda

CLASS A-5 CONTRACTORS

>>Annual contracts below 1Bn UGX

SEMWO CONSTRUCTION COMPANY LTD

Faibah Plaza, Luwumu Street Mubarakas's Building, Kihhihi Town Council, Kanungu District
0392 944595 or 0702 333006 or
0782 434660
semwo2000@yahoo.co.uk
Semwogerere Moses



S-M CATHAN PROPERTY CONSULT

SKAS house, plot 180, Namuwongo road
0414375797
smcathan@gmail.com

Mugisha Turyahikayo Allan



TEDMACK ENG WORKS LTD

Plot 1996 Block 192 Buwate Kiira Municipal Council
Plot 243 Mubangizi road - Ruharo Mbarara branch.
0782 475620 or 0701 475620
tedmack008@gmail.com
Agaba Edwin

CLASS B-1

>>Manufacturers of construction materials



PRAMUKH STEEL LTD

Plot 2120 Kayunga road - Njeru - Jinja
0776 706666 or 0434 251712
info@pramukhsteel.com
Ronald Ssemuli



STEEL AND TUBE INDUSTRIES LTD

Deals house, Mukabya road - Nakawa industrial area
0312261283 or 0414 287950
info@stil.co.ug
Aloysius Ntambi



YOGI STEELS LIMITED

Plot 270, Njeru - Kayunga road, Malindi, P.O. Box 2207 Jinja.
0752 289841
admin@yogisteels.com
Patel Alpesh

CLASS B-2



HARDWARE WORLD LIMITED

Plot 712, Kiira road, Ntinda,
P.O. Box 3074, Kampala.
0772 708135
Info@hardwareworldug.com
David Odiama

KYELIMA GENERAL HARDWARE LIMITED

P.O. Box 30756
Zana, Entebbe Road
0772520781
Nmed40@yahoo.com
Njagala Mohammed



MANTRAC UGANDA LIMITED

Plot 17/41, 7th Street Industrial Area.
P.O. Box 7126 Kampala
0312 330600 or 0756268722
info@mantracuganda.com or
ebuhweire@mantracuganda.com
www.mantracuganda.com
Buhweire Elizabeth



NILETRAC UGANDA LIMITED

Plot M424 Factory road -
Henley business park - Ntinda Industrial area
0414505777
sd@niletrac.com
Ali Mohamed



NSI WATER LIMITED

7th Street Industrial Area
Penn station Building, Suite 11 & 12
P.O. Box 73500, Kampala Uganda
info@nsiwaterug.com
amen@nsiwaterug.com
Amen Bulwadda



TILE CENTRE LTD

Plot 91-93 6th street industrial area Kampala Uganda
P.O. Box 4009
0758898736 or 0414345350
info@tilecentre.co.ug or jjuukohny@gmail.com
Henry Jjuuko



AFRICA ROAD FURNITURE LTD

Plot 2065, Kasokoso road, Kireka.
P.O. Box 23545 Kampala, 0704786454 or 0772611816
admin@afroadfurniture.co.ug
Jesse W. Emuge

CLASS C-1

>>Mechanical & Electrical contractors. Annual contracts above 1Bn UGX



POWER AFRICA (U) LIMITED

Plot 4725 Kisota Road, Kisasi
0772 712812, md@powerafrica.co.ug
Serunkuma Herbert



UNI ENGINEERS CO. (U) LIMITED

Plot 289, Block 221, Nakoosi - Mukono.
P.O. Box 16731 Kampala. 0414 572012 or +256 786 289992
info@uniengineers.co.ug, www.uniengineers.co.ug
Francis Otim



RONTECH GROUP LIMITED

Musoke zone LC1 - Nateete, Rubaga Division
P.O. Box 12414, Kampala. 0773429419
rontechgroup@yahoo.com, info@rontechgroup.com
Kibuuka Charles

CLASS C-2

>>Mechanical & Electrical contractors. Annual contracts below 1Bn UGX



MEASUREMENT SOLUTIONS LIMITED

1st Floor, Konkomebbi house, Kibumbiro trading
centre, Busega, Kampala.
0772 951371 / 0772 427193
rhona@msluganda.com / simon@msluganda.com
Kokunda Barbra Rhona / Simon Rwashana



VOLCOM TECHNICAL SERVICES LTD

Najjera Kiwatuale Road
0776153606
tomdawula@gmail.com
Mwebaze Emmanuel

CLASS D-1

>>International Associate Members



MUA INSURANCE UGANDA LIMITED

9th Floor Workers House Pilkington Rd
0414349659
info@phoenix-assurance.com
Mukasa Latimar

CLASS D-2

>>Local Associate Members



STATEWIDE INSURANCE COMPANY LTD

Plot 1 Bombo Road Sure House
Plot 63 Masindi Port Road
031 2262119
swico@infocom.co.ug or musisi@swico.co.ug
Joseph W. Kiwanuka

CLASS B-1

>>Manufacturers of construction materials



KAMPALA CEMENT

Plot 114, Block 165, Namataba, Jinja Road
0200-999888
sales@kampalacement.com
S.S Baryan



KANSAI PLASCON UGANDA LIMITED

Plot 28 Kyaggwe, Block 112, Kolo, Mukono.
0414 342070/1 or 0755 987891
info@kansaiplascon.co.ug
www.kansaiplascon.co.ug
Samalie Nankanja



MULTIPLE INDUSTRIES LTD

Plot 13/23, 8th street industrial area, P.O. Box 20166
Kampala.
0414 236021/22
automotive@multipleindustries.com
or dipanjan@multipleindustries.com
Dipanjan Ray

CLASS B-2

>>Agents & Suppliers of construction materials and equipment



ACHELIS (U) LIMITED

Plot 55 William Street, P.O. Box 7198 Kampala.
0414 344442 or 0752 778899
achelis.uganda@achelis-group.com
www.achelis.net
Hans Georg Hinterberger



DAVIS & SHIRTLIFF INTERNATIONAL LIMITED

JR Complex, Plot 101 Jinja road, P.O. Box 22824
Kampala
0414 346335/8
d&s@ug.dayliff.com
www.davisandshirliff.com
Sunday Anywar



FABRICATION SYSTEMS (U) LIMITED

Plot 1457 off Jinja road, Banda - Kireka, P.O. Box 22631
Kampala. 0752 344449
info@fabricationsystems.co.ug
Kalpesh Mehta



GANATRA PLANT & EQUIPMENT LIMITED

Plot 28, showroom 4, Pioneer House,
Jinja road, 0790 202006
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Ashiana Jivraj

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- Phase 1: Apr. 14-19, 2020
- Phase 2: Apr. 23-27, 2020
- Phase 3: May 1-5, 2020



UNABCEC
1st CEO
SOCIAL EVENING 2020

On 26th March 2020
 At Silver Springs Hotel Bugolobi
 3:00pm

GUEST SPEAKER
 Eng. Reuben Tumwebaze
 Director Roads Infrastructure
 Protection, UNRA



Theme: Awareness on Vehicle dimensions and Load control

UNABCEC'S EVENTS CALENDAR 2020

	Event	Dates	Participants
1	1st CEO Social Evening	26th March	Members only
2	National Construction Symposium	25th June	All Industry Stakeholders
3	2nd CEO Social Evening	24th Sept.	Members only
4	End of Year Stakeholders' Engagement Forum	3rd Dec.	All Industry Stakeholders
5	UNABCEC 27th AGM	3th Dec.	Members only

All UNABCEC events are free of charge

Contact the secretariat on 0392 795036 or unabceec@unabceec.co.ug for sponsorships and more details



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