

# CONTRACTOR UGANDA

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

## THE FUTURE OF CONSTRUCTION

**EXECUTIVE DIRECTOR:** Members' engagement in Association activities is pivotal **P.9**

**WINNING BIG CONTRACTS:** The hurdles, solutions and wins for local contractors. **P.12**

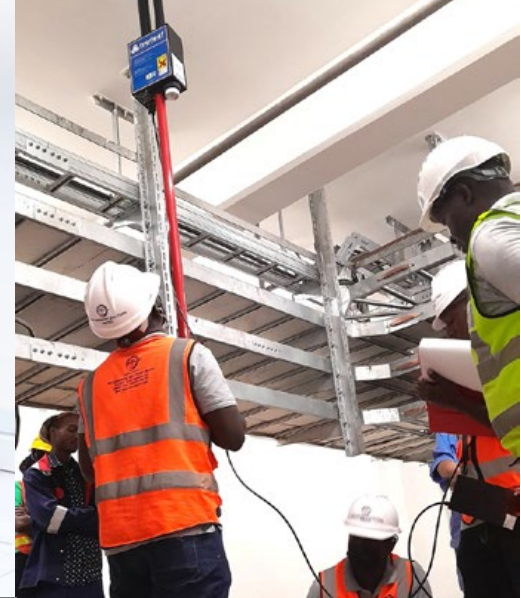
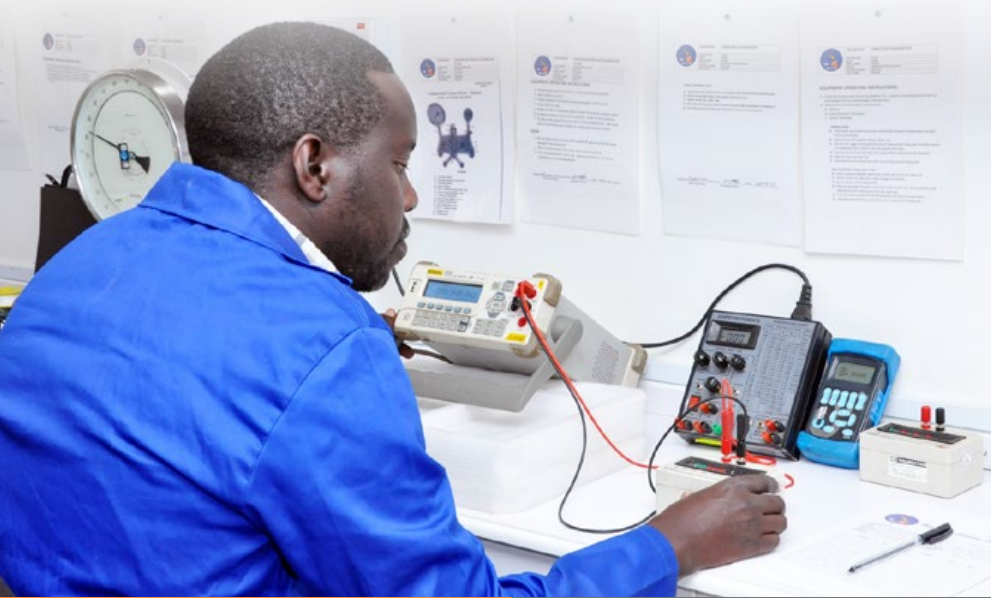
**Delayed Payments: UNABCEC's voice pays off**







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**THE CONTRACTOR** UGANDA

The Contractor Magazine is a bi-annual 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.

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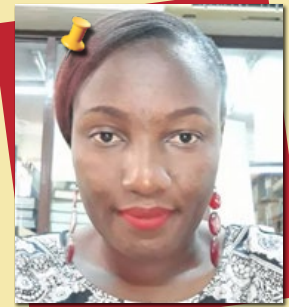
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# Join UNABCEC: Our voice is heard when we speak as one



**T**he news of the government through the Ministry of Finance committing to remit money to various government entities, "to cater for among other things, external financing and locally raised revenue by local governments", is an indication of the power of speaking as one.

This has come as a win for UNABCEC, which started advocating to have their members who had undertaken government work paid. It should be noted that many businesses succumb to bank loans and delayed payments. In an April 27, 2022 letter by the UNABCEC executive led by the President, JamesOne Olonya, informed the Speaker of Parliament that delayed payments were taking down their members and Parliament needed to intervene.

The Speaker acted. A supplementary budget has been approved

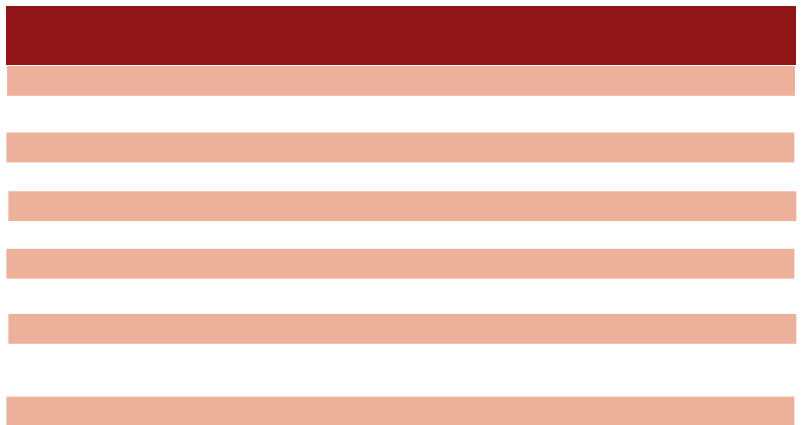
and among the entities that received these funds were some of the most indebted to contractors such as UNRA.

If, as a construction company, it has been difficult for you to decide whether to join UNABCEC, this should come as an answer to your fears. Speaking as one gives one a chance to be heard. It also shows that you can trust the able leadership of UNABCEC to do the heavy lifting for you.

Like the African proverb says, "If you want to go fast, go alone. If you want to go far, go together." Join UNABCEC, and go far!

*Peninah*  
**Editor**

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# Contents

## CONSTRUCTION INDUSTRY'S DREAM FOR GROWTH AMIDST HISTORIC SKELETONS

**6-8**

It appears that, when it comes to the construction sector, the milk of opportunity is poured into a container that is both unattended, and adulterated with several contaminants.

## WINNING BIG CONTRACTS: THE HURDLES, SOLUTIONS AND WINS FOR LOCAL CONTRACTORS

**12-14**

There has been a lot of blame and counter-blame between local contractors in the construction industry and the procurement and disposal entities.

## LOCAL CONTENT: WHY LOCAL CONTRACTORS NEED MORE GOV'T SUPPORT TO EXECUTE PROJECTS IN THE OIL AND GAS SECTOR

**15-17**

Sixteen years after the discovery of commercially viable oil in the country's Albertine Graben, various stakeholders have positioned themselves at different levels to exploit the immense opportunities that come the mineral.

## BUILDING A SUSTAINABLE CONSTRUCTION FUTURE

**20-21**

Sustainable construction is the practice of meeting the needs of the present without compromising the ability of future generations to meet their own needs. This would require economy, efficiency, and effectiveness during the construction process.



## UNABCEC SACCO

**22**

The UNABCEC SACCO was established in 2017 with the aim of creating a platform for members of UNABCEC to save, invest, borrow and grow financially.



## DELAYED PAYMENTS: UNABCEC'S VOICE PAYS OFF

**24-26**

The issue of delayed payment of construction works certificates is arguably the most monstrous challenge threatening the growth and sustainability of the construction industry in Uganda.

## CONSTRUCTION CLAIMS: LEARN ABOUT PROLONGATION COSTS

**27**

Besides price and scope, another key feature of a contract is the duration. The duration specified in the contract should ideally be based on the scope of work, and construction methods, among others as may be assessed by the consultant or design/build contractor.



## WHY DEVELOPERS SHOULD TRUST UNABCEC'S GENUINE CONTRACTORS

**28-29**

With over 396 members, Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) has played a great role in contributing to the development of Uganda's infrastructure over the past 29 years.



# Who we are

**Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)** is a non-profit, non-political, member-driven Association that brings together Genuine Contractors, and other Companies and Organizations engaged in construction contracting in Uganda. Since 1993, UNABCEC has made great strides in improving performance in the Construction Contracting Sector by championing better regulation and enhancing operational integrity.

The association is dedicated to fostering growth and sustainability in the ever-changing environment of Commercial Construction Contractors, improving job site safety, expanding the use of cutting edge technologies and techniques and strengthening the relationships between Contractors and Clients. Therefore, being the principle interface between the Construction Industry on one hand, the public, development partners and the Government on the other.

## Vision

To be the lead engine for growth and development of the construction industry in the region.

## Mission

To promote and protect the shared interests of members, and the construction industry as a whole, through mobilization, advocacy, networking, and innovative service provision.

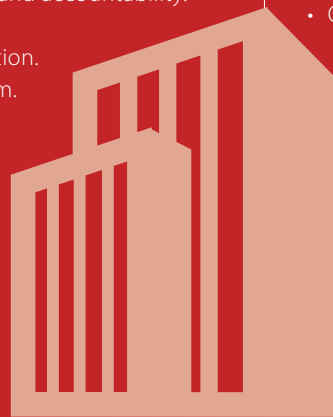
## Core Values

- Integrity and honesty.
- Transparency and accountability.
- Commitment.
- Client orientation.
- Professionalism.

## Our Services

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  - Resource Library
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  - Supporting Strategic partnerships
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    - Maintaining a Database of Genuine Contractors
    - Maintaining a Database of Construction Workers
- 4. Research and Development
- 5. Events & Networking



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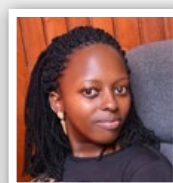
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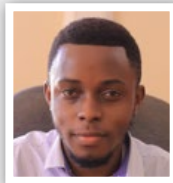
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# Uganda's construction exhibition takes shape



**T**he face of East Africa's construction industry is fast changing. Construction projects on the continent are getting bigger and more complex. According to recent reports, this is owing to rapid urbanisation, strong economic growth, a rising middle class and regional integration that make for the ever-increasing demand in Africa's construction industry, as big infrastructure projects get underway. This development leaves industry stakeholders considering ways to branch out and expand their trades. Trade fairs and Conferences play a major part in adopting the latest tech-

nologies for better infrastructure across the country.

The concept of the Trade Fair, UGANDA BUILDCON 2022, which is scheduled to be held from August 11-13, 2022 at UMA Show grounds, Kampala, Uganda has given room to facilitate and bridge the gap in demand from the infrastructure industry locally and to put Uganda on the world stage as one of the leading African nations in all aspects.

UNABCEC is supporting UgandaBuildcon 2022 along with Ministry of Land, Housing and Urban Development of Uganda and Uganda Manufacturers As-

sociation.

Uganda Buildcon will showcase the finest and latest cutting-edge technologies in the construction and building materials sector and will address the aforementioned matters at hand and promises to produce new experiences, new knowledge and the latest trends in the building and construction industry. Being a participant in Uganda Buildcon will permit the participants to present and curate a unique and fruitful experience to their customers so they will always remember your brand.

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# President's Message

**JAMESONE OLONYA**

## Construction industry's dream for growth amidst historic skeletons

One of the lessons we learnt from our parents who had herds, were; "never clean milk containers with lemon or when we touched fish because it would eventually contaminate the milk." It appears, however, that when it comes to the construction sector, the milk of opportunity is poured into a container that is both unattended, and adulterated with several contaminants.

**1) LOOKING BACK:**

When we recall the story of previous contractors, we fail to reconcile ourselves with the memories of what befell the likes of Mukalazi, Mugoya, Etats, Zzimwe; besides major Contractors like Spencon, Wade Adams, Mowlem; to mention, but a few. Yes, issues of bad internal factors could have their play, but as an industry did we have intentional/suitable polices to incubate, develop, protect and promote the sector?

The construction industry represents the backbone and multiplier for the eco-

conomic development of a nation, any country at that. And whereas agriculture is the largest employer of Ugandans, the fact remains that movement, storage, value addition and sale of farm products relies heavily on infrastructure. These infrastructure are predominantly the outcome of the construction industry. As a nation, we should have known better that an industry which is the second biggest employer and contributing more than 12% of the Gross Domestic Product, cannot be left to struggle and hopefully become healthy on its own.

In other words, the construction sector has no statutory affirmative action, it is unregulated

and essentially operating below its potential. As though relying heavily on the services of foreign firms is not a good sign already, even worse, many briefcase companies have taken advantage of the industry—at the expense of the genuine national providers. Funds allocated by government for infrastructure development projects have often resulted in hard currency flights; leaving almost nothing in the country, and the few persons in positions of responsibility seem satisfied with farcical, self-seeking albeit petty gains.

**2) LOOKING ONWARD:**

With that backdrop, we all must be seen to hold the country at heart, and prepare the necessary springboard for our posterity. It is with that in mind that I want to take this opportunity to urge that we must ensure necessary desired efforts for the development of the construction industry, which could include, without limit, the following:

**a) Protection and promotion of the Sector:**

As we shall look into the need to have intentional/suitable polices to incubate and develop the construction Industry, below are the immediate low-hanging fruits that PDEs should right away implement:

**i) Efforts towards contractors'**

**affordability:**

Because most national providers are in the initial growth stage, they need to be supported on issues of requirements and compliance, including the following:

**> Issues of Bid Bonds:**

PPDA Guideline (Ref. 3/2014, 1.2) provides that the value of the Bid Security shall be determined by the Entity and





shall be between 1% and 2% of the estimated bid value.

Especially for national providers, government need to relax the demands on contractors' bank borrowing limits, so that it reduces contractors' costs of bidding, which will ultimately improve competition.

**>Issues of Performance Bonds:**

PPDA provides (i.e.: Guideline Ref. 3/2014, 3.1) that the value of the performance security shall be determined by the entity, which set between 5% and 10% of the estimated contract value.

It is a known fact that commercial banks have set stiff requirements for bank guarantees, and especially local banks are not flexible to offer non-cash guarantees—as they do provide guarantees based on collateral, and not performance of the contractors. This is disadvantageous to the greater number of national providers, who do not enjoy the privilege that the foreign companies have, since their home countries support them—including by obtaining facilities from big international banks in their home countries.

PDEs could determine it at 5% in the case of domestic bidding procedures. the best case scenario is an insurance bond, which is 100% reinsured by credible reinsurance. this is as good as bank guarantees and capable of paying claims in case the bonds are called.

The benefits of reduced performance bond is huge. Reduced demands on bank borrowing limits reduces contractors' overhead costs, which results into better bid prices; besides increasing participation of bidders, which in turn increases competition and consequent improvement of value for money in procurement.

**ii) Efforts towards contractors' cash flow:**

Especially from a required affirmative point of view, most national providers struggle with issues of cash flows.

**> Escalations/Price Adjustment Factors**

A number of national providers are on

framework contracts, for which PPDA Guidelines 10/2014 allows price variation under exceptional circumstances (i.e.: for contracts below 18 months). However, most procurement entities are reluctant to observe the Price Adjustment provision; even though they are aware that many providers shall bulge under the weight of the volatile global prices factors.

Hence, government needs to emphatically look into this, to both cushion contractors and ensure equitable performance, and which shall serve to sustain the national providers against global economic factors.



**PDEs could determine it at 5% in the case of Domestic Bidding procedures. The best case scenario is an Insurance Bond, which is 100% reinsured by credible Reinsurance.**

**>Advance Payments:**

While PPDA guides under Regulations 2014, Regulation 44(3) that advance payment could be up to 30% of the contract sum, the recent bidding documents have reduced advance payment to 15% because contract prices include provisional sums, contingencies and VAT, this effectively reduces the contractor's start-up liquidity to under 10% of the contract sum.

It is important to note that improved contractors' cash flow enhances timely delivery of the project. This inevitably translates into lesser supervision costs, besides mitigation of other factors that leads to consequent cost overruns in projects.

**> Retention:**

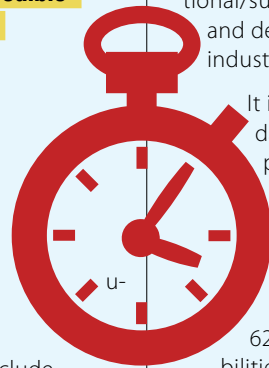
The motive of retention money is for the protection of PDEs in cases of default in obligations of contractors. However, the employer is already well protected by a performance Bond and by the (minimum) two month payment

period.

Therefore, PDEs could safely implement a policy to lower the figure from the usual 10% to 5%, with the release of 2.5% at substantial completion and the balance at the end of the defects liability period. This is still consistent with PPDA Contracts Regulations 2014 No. 14 Regulation 46. Besides, when this is done, it provides domestic contractors with fairer terms to perform—considering that international contractors are often supported by their resident governments.

**b) Incubation and Development of the Construction Contracting Sector:**

Because of the relative peace we have had as a country, we have attracted industry players, but often composed of construction firms that are neither properly registered, nor appropriately classified according to their capabilities. Therefore, we must have intentional/suitable policies to incubate and develop the contraction industry.



It is a known fact that Ugandans are some of most enterprising people on earth. According to 2014 GEM Global Entrepreneurship Monitor, our "Self-Perceptions" (i.e.: Opportunities Rate: 81.10 (compared to Regional at 62.29, Global Av, 42.67), Capabilities Rate: Av, 83.84 (compared to Regional at Av, 65.16, Global Av, 50.96), Entrepreneurial Intentions Rate: Av, 60.72 (compared to Regional at Av, 45.14, Global Av, 34.46); with a "Motivational Index" Av, 1.71 (compared to Regional at an Av, 1.88, and the Global factor standing at an Av, 2.93)).

What this means is, we think very highly of ourselves—more than the rest of the world; but less motivated than the rest of the world. Quintessentially, we have nationally not taken advantage of the positive "self-perceptions" of our people, so that they remain "motivated" to become great entrepreneurs.

In essence, the lack of regulations of the construction industry specifically,

has not helped the aspiring businessmen to up their game. This is further aggravated by the numerous mushrooming multinational companies competing for construction projects, yet the Procuring and Disposal Entities (PDEs) lack the necessary tools and capacity to authenticate their capacity to handle projects—without leading to procurement delays and consequent cost overruns. This is besides the fact that there is quite a low number of skilled technicians, technologists, artisans and craftsmen in the industry; especially because there is no dedicated effort to ensure their steady training and increase. Moreover, the review and updating of construction standards is not monitored by anybody. Hence, the need to regularise the Industry.

### **i) Regulation of the Construction Industry:**

As many of our readers may be aware, the effort for Uganda Construction Industry Commission (UCICO) started in 2010, when cabinet approved the policy for development and regulation of the construction industry in Uganda. Once established, UCICO would lead to:

- a) A well-developed and regulated national construction industry, which would ensure that there is better value for money in infrastructure projects,
- b) More retention of construction related profits in the country, and
- c) Better quality and safe physical infrastructure that is fit for the purpose.

Consequently, the process of drafting the UCICO Bill by First Parliamentary Counsel was concluded in 2017. However, before the Bill could be submitted to cabinet, cabinet issued a directive putting a moratorium on creation of agencies/authorities.

The Ministry of Works and Transport (MoWT) was thus advised to absorb the functions of UCICO. Accordingly, the ministry is now spearheading an initiative to bring together key players in the industry; so as to assist government chart a way forward for orderly establishment and attempt to streamline the industry in the meantime, by setting up of a Construction Industry Development Committee (CIDC). The

11-member committee, whose objective is to advise the Ministry of Works and Transport on policy issues relating to the development and regulation of the local construction industry and the impending mainstreaming of the functions of UCICO, was subsequently launched on December 2021 by Gen. Katumba Wamala, the minister of Works and Transport.

Key stakeholders in the construction industry represented on the CIDC include; Ministry of Works and Transport (MoWT), the Engineers Registration Board (ERB), the Uganda Institution of Professional Engineers (UIPE), the Uganda National Association of Building and Civil Engineering Contractors (UNABCEC), the Uganda Association of Consulting Engineers (UACE), the Institution of Surveyors of Uganda (ISU), Surveyors Registration Board, the Uganda Society of Architects (USA), the

**Five years down the road, the implementation of this existing local content policy, however, has remained a matter of papers collecting dust in PDEs' selves.**

Architects Registration Board (ARB), and the Civil Society.

Whereas the Ministry of Works and Transport needs to be appreciated for ongoing attempts to streamline the industry, the current challenges in the industry can, however, be better managed by an independent regulatory body. Government should thus fast track and finalize the enactment of the UCICO Bill whose major mandate has been envisaged to regulate the industry that remains fragmented and dominated by foreign and briefcase companies.

### **ii) The Local Content Policy:**

Many of us are aware that in 2017, the Guidelines on Preference and Reservation Schemes were issued by PPDA to place priority on employment of Ugandans, procurement of Ugandan com-

panies and use of local goods in undertakings where public funds are being used. The same guidelines granted priority of subcontracting a portion of the contract won by a foreign company to a suitably Ugandan company.

Five years down the road, the implementation of this existing Local Content Policy, however, has remained a matter of papers collecting dust in PDEs' selves. You can hardly find any credible firm that will tell you that they have successfully reaped any reward from the policy. Hence, the intended objective of the policy.

### **3) SUBMISSION:**

With the above observed, we all must remain alive to the fact that the principles of Public Procurement include among others; fairness, transparency, accountability, and competitiveness.

However, national providers have been and continue to grapple with unfair competition in procurement of works. Because of these, necessary emphasis must be put to ensure that: 1). Providers must be promoted and protected (i.e.: by ensuring that they can afford to participate in the bidding process, and by ensuring that they stay afloat in the execution process—by having some cash at hand),

2). The Industry must be Incubated and developed (i.e.: by proper regulation, and ensuring that the preference and reservation schemes are implemented). Otherwise, the so called local content & buy uganda, build uganda (BUBU) policies will remain a fallacy.

There must be the immediate effort to rescue, especially the national contractors, who have neither the capacity to compete favorably with their other counterparts, nor the ability to absorb the current economic shocks. If we don't make good in these areas, others shall continue to leverage on the created vacuum, and shall continue dominating the industry, to the detriment of our aspirations as a nation.

For God and My Country!

**Mr. Olonya is the UNABCEC President.**



# Executive Director's Message

ELIZABETH MUHEBWA

## Members' engagement in Association activities is pivotal

If we have learned anything in the past two and a half years, where various challenges have disrupted virtually every aspect of our businesses, it is how much UNABCEC is able to deliver when members get involved. From the COVID-19 pandemic to delayed payments from the government and now inflation, the construction sector has had a fair share of challenges. But ever since these challenges began to impact our lives and businesses, a number of members have taken part in their association activities geared at shaping the industry's and government's response.

Key to this was the provision of an accurate, near-real-time picture of how these different issues were impacting the construction business across the country and possible support from the government as part of the recovery plan for the industry that was submitted to policymakers. This helped create a positive impact. Some of the successful advocacy engagements that the association has executed in the past 30 months with the backing of her mem-

bers include:

1. Engagement with the parliamentary committee on the national economy on the impact of COVID-19 on the construction business through a position paper. The practical interventions from this engagement fed into the government's recovery plan.
2. Continuous engagement with procurement entities about unrealistic bid qualification requirements designed to limit the participation of national contractors in procurement. As a result, some entities like Ministry of Health, Ministry of Water and Environment, and Uganda National Roads Authority (UNRA) considered our plea and revised their requirements and issued addenda to all bidders for procurement references; MOH-URMCHIP/WORKS/19-20/00066 in 2020, MWE/WSDF-SW/WRKS/20-21/00003 in 2020, and UNRA/

- WORKS/2018/19/00024/01-25 in 2019 respectively.
3. Engagement with the Ministry of Finance, Planning and Economic Development, and Parliamentary Committee on Finance about the National Local Content Bill and related guidelines and regulations on preference and reservation schemes.

4. Our position on the presidential directive on the involvement of UPDF



**The success of UNABCEC advocacy agenda depends solely on your commitment as Members to support and engage in such activities. On behalf of management of the Association, I want to thank the members who have always supported us in our efforts to be the change agents in the industry. The more support you render to the Secretariat, the stronger and more effective your Association will be.**

**CONTINUES FROM P9**

in public construction works in 2021 was informed by data from members and other stakeholders.

5. We have had annual engagements with UNRA on issues affecting road contractors.

6. We engaged the Ministry of Finance and Parliament of Uganda regarding the issue of delayed payments affecting contractors and provided practical interventions that government can take in order to help improve the ailing sector.

7. We also appealed to the Attorney General – Mr. Kiryowa Kiwanuka and the Executive Director of Public Procurement and Disposal of Public Assets Authority (PPDA) in our submission on May 20, 2022 to review the ongoing construction contracts in light of the current price escalations that impact on the construction and contracting business.

We trust that government will accord our concerns the due consideration they deserve in

a bid to cushion contractors against the prevailing challenge.

8. Our unceasing engagements with different stakeholders on URA's requirement of remitting VAT on unpaid invoices finally paid off. Section 26 of the VAT principal Act was amended to enable government providers remit VAT only when they have been paid. The VAT (Amendment) Bill 2022 was assented to by H.E the President on 2nd June 2022 thus becoming an Act effective July 1, 2022.

We were able to do these and more because a number of members supported us by providing data to help us understand the impact and possible practical solutions to the challenge. This data allows the association make a strong case to the government that our industry needs support in order to rebuild the devastated economy. The success of UNABCEC advocacy agenda depends solely on your commitment as members to support and engage in such activities.



**We trust that government will accord our concerns the due consideration they deserve in a bid to cushion Contractors against the prevailing challenge.**

On behalf of management of the association, I want to thank the members who have always supported us in our efforts to be the change agents in the industry. The more support you render to the secretariat, the stronger and more effective your association will be.

As we arise from the effects of the COVID-19 pandemic, the coming months are going to be challenging for our industry, the broader economy, and our country at large. But our goal through it all, will be to make sure you have the support you need to understand exactly what is happening, that the steps government takes to respond to our challenges are helpful and relevant, and that you have the resources and tools needed to adapt to a market that is almost literally changing by the minute. Take part in your association activities for a better tomorrow for your business.

**Mrs. Muhebwa is the UNABCEC Executive Director**







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# WINNING BIG CONTRACTS: The hurdles, solutions and wins for local contractors



BY DOREEN AKATUHWERA TIBERONDA

**T**here has been a lot of blame and counter-blame going back and forth between local contractors in the construction industry and the procurement and disposal entities. From closer observation, the complaints revolve around a perceived deliberate intention by procurement professionals in various government and private departments and organizations to fail to award bankable contracts to local contractors.

The reasons advanced are quite many and vary from one contractor to another. But generally, the common claim has been favoritism of foreign contractors against local ones, while at worst-case scenarios claims of failure to give bribes to procurement teams have been cited.

**What is the truth?**

But first and foremost, I would like to clarify that it is not true that local companies do not win contracts or that procurement units in the country are biased against them. In fact, on the contrary, local contractors have an advantage over their foreign counterparts, especially in a country like Uganda where there are laws related to local content aimed to empower the local contractors.

At Kampala Capital City Authority (KCCA), for example, we have dozens of contractors we are working with under the framework agreement.

And the reality is that all those

**At Kampala Capital City Authority (KCCA), for example, we have dozens of contractors we are working with under the framework agreement. And the reality is that all those made it to our suppliers' list through a fair open bidding process. I can also state without fear of contradiction that almost all of them have executed some work in the city, ranging from maintenance, pothole patching, drainage channel construction, renovation of schools, and construction of markets, among other works.**

made it to our suppliers' list through a fair open bidding process. I can also state without fear of contradiction that almost all of them have executed some work in the city, ranging from maintenance, pothole patching, drainage channel construction, renovation of schools, and construction of markets, among other works.

That is proof enough that there is no institutional prejudice against local contractors as it is perceived.

Perhaps it is the evaluation process. Once we call for bids, we evaluate them on the parameters of eligibility, technical capacity, and then financial implication. On eligibility, we basically evaluate a contractor's compliance with set laws and standards while for technical capacity we look at whether the contractor has the structures, inputs, and tools to perform the given volume of work. Lastly, on the financial implication, we look at the contractors' ability to meet the financial expectations of the projects.





Once we bundle these three aspects together, we look out for which bid is most economically advantageous. The dilemma here is that the most economically advantageous bid is the one highest on eligibility and technical capacity but lowest on the financial implication.

I believe this is the point at which complaints arise because from experience, most of our local contractors are very fit in terms of eligibility and many are fit when it comes to technical capacity but usually return very highly-priced bids at the bid evaluation stage as compared to foreign contractors.

**There are exceptions...**

As per dictated by professional practice, our evaluation standards and procedures are the same. The problem here though is that sometimes our local firms find it hard



**30%  
WORKS TO BE SUB-  
CONTRACTED**

to beat their foreign counterparts in terms of technical capacity and financial implication. As such, they lose out on the contracts but in this case, the procurement units/officers cannot be blamed. A case in point is the donor-funded projects which have a very wide scope and standards that local companies may fail to match up to.

For World Bank projects, for instance, the donor dictates that we accept bids from contractors across all member countries. Here, Ugandan companies are usually outcompeted on the basis of capacity challenges. Take an example where road works are packaged to make a total worth of Shs200 billion. You find that few Ugandan contractors have the capacity and experience to pull off work of this magnitude, hence giving a direct advantage to foreign firms.

**All is not lost**

The above notwithstanding, there are also instances where the government of Uganda has created natural opportunities to favour local contractors. This is where I would advise local contractors to put emphasis for the time being as they build capacity to take on the big foreign contractors.

Under the Local Content provisions, for instance, the laws put in place preference and reservation schemes as a way of protecting local contractors from unfair competition. One such policy is the mandatory reservation of government-funded contracts below Shs45 billion for only local and resident contractors.

Secondly, for government-funded projects above that threshold, the law demands the use of a 'margin of preference' on the price of a non-local bidder. Here, we add an agreed percentage of the total contract sum onto the bid prices of foreign contractors during the bid evaluation stage. This then increases the bid price of the foreigners

**CONTINUES TO P14**



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**From our experience, the first challenge is the high cost of capital. Mobilizing capital still remains hard for many of our contractors yet the reverse is true for the foreign firms.**

while subsequently potentially lowering the bid prices of the local contractors, hence giving them a competitive advantage over the foreign bidders.

**But there are challenges**

As we put all the above in place, we accept that there are some inherent challenges facing our local contractors and as such preventing them from winning their desired contracts.

From our experience, the first challenge is the high cost of capital. Mobilizing capital still remains hard for many of our contractors yet the reverse is true for the foreign firms.

You realize that local contractors have to contend with high-interest rates while borrowing. On the contrary, foreign firms borrow at lower rates back in their countries whereas sometimes they even get rebates from their governments; which increases their chances of returning lower-priced bids than local firms.

The second common challenge is the perception that for one to win a contract they must be connected to some 'influential agents' in government. Such firms promote agency trading which unfortunately makes their bids highly-priced. This is two-fold; first is that the so-called agents may force the contractor to quote high prices on the promise that winning the contract is a given.

Secondly, firms are also forced to price bids highly so as to factor in these fake brokerage charges.

I want, however, to warn our local contractors to desist from promoting these agents because they simply cheat them of money that would be invested in financing contracts. The reality is that contracts are awarded based on well-stipulated procurement and disposal procedures; so, no one can artificially influence them.

The other major challenge contractors are guilty of is in terms of failure to perform. Many a time we have had cases where a contractor took on more work than they can actually execute, only to abandon it when things run out of hand.

**What can be done?**

The good news is that local contractors are very strong in originating and filing very good, credible bids. Even in terms of eligibility, their strength, is overwhelming. That shows there is a strong foundation to build on as local firms aim to match their foreign counterparts.

But there are few things that can be done to improve the bargaining power of local contractors.

To overcome the challenge of financial shortfalls, local contractors have to build capacity on this very front. Some key interventions here include; forming joint ventures such that you can pool resources to increase financial and technical capacity to pull off bigger bids. This should be done bearing in mind that the economies of scale that come with mergers can be strong enablers of increased joint capacity. Local companies can also in the meantime focus on taking on work as sub-contractors as opposed to being the main contractors. This can help you take on less taxing work as you build capacity to attack the main works which may be out of your reach at the moment.

The above interventions can work in the shorter and midterm run while contractors under bodies such as UNABCEC take advantage of a collective voice to push for better lending rates so as to reduce the cost of doing business. I am very convinced that government has the goodwill to see our local investors thrive; likewise, procurement professionals hold no ill-will against local contractors.

**Ms. Akatuwhera is the Head of Procurement at Kampala Capital City Authority (KCCA)**



# LOCAL CONTENT:

## Why local contractors need more gov't support to execute projects in the Oil and Gas sector

BY RICHARD KINTU



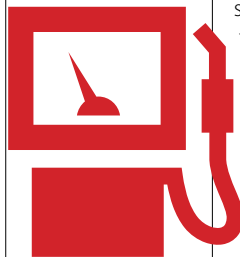
**W**ith the recent signing of the Financial Investment Decision (FID) between the government and the Joint Venture Partners, Uganda's oil sector is set for the much-anticipated take-off.

Sixteen years after the discovery of commercially viable oil in the country's Albertine Graben, various stakeholders have positioned themselves at different levels to exploit the immense opportunities that come with this oily windfall to our economy.

Among these eager stakeholders are the contractors in the construction sector.

According to a recent baseline survey on jobs, the construction industry is critical to the development of this nascent oil & gas sector which requires loads of construction works. From the oil roads to the construction of the

**When put into perspective, the Petroleum Authority figures show that the construction sector job portfolio in the Oil & Gas Industry stands at almost 80%**



refinery, the opportunities for contractors seem boundless.

This argument is confirmed by estimates from the Petroleum Authority of Uganda that the Oil and Gas sector will create over 60,000 jobs. Of these, 45,000 people will be directly or indirectly employed by the contractors as scaffolders, welders, and masons, among others.

### Window of opportunity

When put into perspective, the Petroleum Authority figures show that the construction sector job portfolio in the Oil & Gas Industry stands at almost 80%. This should give so much promise to local contractors as it positions them as the major drivers of the industry.

Private Sector Foundation Uganda (PSFU) chairman, Dr. Elly Karuhanga, stressed this in his address to UNABCEC mem-

bers who convened at Hotel Africana in Kampala in April to discuss the "local contractors' readiness to undertake projects in the oil & gas sector".

At the breakfast meeting which was sponsored by Kenya Commercial Bank (KCB), Dr. Karuhanga reminded the contractors of their importance to global development as engineers.

"Engineers are a critical mass for any development in the world. There's no city in the world that was built without engineers. That's why you need to position yourselves for the abundant opportunities in the oil & gas sector," he said.

Dr. Karuhanga, who addressed the meeting via Zoom, urged the contractors to use the available enablers to build capacity and seize opportunities (contracts) in the oil sector.

He pointed out the local content provisions in the Ugandan oil legislation as well as the location of the country's carbon resource as key factors which open up unlimited opportunities for contractors.

The Local content law provides that local contractors get up to 40% of oil-related works contracts. On top of this, Uganda is the only country in the world whose oil is situated inland; this creates so many linkages that almost every contractor will have a point of entry into the sector," Dr. Karuhanga said.

For instance, he said, as a way of



**UNABCEC President, Mr. JamesOne Olonya speaking at the CEOs Breakfast Meeting that took place on April 7, 2022 at Hotel Africana under the theme: "Contractors' Readiness for the Oil & Gas projects"**



promoting local content, the government insisted that oil companies buy all their food locally instead of importing it.

"This means that once the industry is fully operational, so much food will be needed and therefore there will arise the need to build silos to store this food; local contractors can take on such contracts," he said.

### The biggest obstacle

But while the general consensus was that there are limitless contracts in the oil sector, there seems to be limited capacity by local firms to take them up.

And in their assessment, the contractors blame their dwindling fortunes on reluctance by government to empower local contractors and also gaps in the implementation of local content provisions which would have aided local contractors.

Dr. Karuhanga, for instance, revealed that despite giving local companies a high local content threshold of 40%, few companies get bankable contracts and those that get them, they are given very low prices compared to their foreign competitors.

Here, Dr. Karuhanga's revelation is backed by statistics that show that in 2020, local firms executed up to 99.7% of the contracts, with foreign firms doing only 0.3%. Ironically though, when it came to the money share, the 0.3% contracts took the lion's share of the monies, with Chinese firms allocated

the hugest chunk of the total budget spent.

Dr. Karuhanga also decried harsh provisions related to finances. "The biggest challenge is that contracts in the oil & gas sector are highly standardized that the standards are not negotiable; you either meet the set standard or lose the contract," he said.

The biggest challenge is that construction contracts are highly capital intensive and require hefty sums of money in both machinery and money. In this regard, local contractors are finding it hard to match up to their foreign competitors who sometimes have backing from their mother countries.

### Failure to acquire loans

Conversely, contractors who spoke during the plenary session bemoaned the reluctance of local banks to advance huge loan facilities to local companies.

"Our companies lack the financial capacity to support the 40% local content provisions. However, we feel capacity is overrated because it ideally means work. We, therefore, have to be given work to be able to build capacity. I, therefore, propose that government puts in place a counter-guarantee fund for local content, say in Uganda Development Bank (UDB)," said Jonathan Tugume, a local contractor.

On his part, veteran contractor Nicholas Byengoma decried the exorbitant

performance securities required of local contractors.

"Imagine sometimes UNRA will require you to have performance security of Shs50 billion to get a contract of lower value. Honestly, how many local companies can afford such money," Byengoma asked.

Francis Sembatya from Rock Trust Contractors cited corrupt procurement in the form of 'agency credit' as one of the major hindrances contractors face.

"It is difficult for contractors to bid and win contracts without someone coming in as some sort of broker. We have good laws on paper but they are hampered by various shortcuts," he said.

### Time for concrete synergies

UNABCEC president JamesOne Olonya agreed with the above grievances, saying local contractors need more support if the government is to actualize its local content targets.

"There is some hoax around local content; there are some elements that are not interested in the implementation of these laws," he said.

Olonya revealed that the Covid-19 pandemic exacerbated the problem, forcing over 20,000 contractors worldwide to abandon the trade.

"Here in Uganda about 30% of the companies laid down their tools; we are talking about 1,580 companies," Olonya said.

He is, however, optimistic that with united efforts, the contractors can overcome these challenges.

"The construction sector constitutes 12.7% of Uganda's GDP so we have a great stake in this economy. We, therefore, need to unite and amplify our voice more," he said. He reminded contractors to organize their houses internally such that once things improve they are found well prepared.

Specifically, Mr Olonya warned members against shoddy work, saying it kills a contractor's goodwill yet it is almost impossible to win back the trust once one's name is tainted. He urged members to keep track of their companies' health and progress using Key Performance Indicators (KPIs) such as profit-

**40%**  
CURRENT LOCAL CONTENT THRESHOLD



**Mr. Edgar Byamah, the Managing Director of KCB Bank speaking to contractors at the CEOs Breakfast Meeting. The event was sponsored by KCB Bank Uganda Ltd.**



ability, liquidity, leverage, and cash flow ratios, and employee turnover, among others.

Reiterating Olonya's call, Dr. Karuhanga urged the contractors to embrace professionalism and work-related synergies.

"I, first of all, want to congratulate the contractors present today for continuing to survive in business despite the financing challenges. However, I would like to urge you to be professional so as to make your work easy," Karuhanga said.

He particularly encouraged them to do joint ventures so as to be able to increase their financial capacity and win bids.



**The biggest challenge is that construction contracts are highly capital intensive and require hefty sums of money in both machinery and money.**

"Banks are worried that local contractors don't have the capacity to perform contracts given to them. They, therefore, ask for performance guarantees of up to 30%. It is now time for you to think of other ways of financing, which may be outside the banking system," he advised.

He, however, warned contractors against seeking funding from money-

lenders, while he also urged them to always seek the services of professional lawyers during the processing of contracts and arbitrating ensuing conflicts.

However, UNABCEC's former chairman, Godfrey Zaribwende, believes local contractors can lessen their agony by also looking at fringe contracts related to the oil and gas sector.

"As of now, there are few contracts left in tier one and tier two. For instance, all tier-one contracts were taken and we have only MotaEngil and Excel Contractors doing tier two contracts. But there are still opportunities in Tier 3 contracts which are majorly support services," he said, adding: "I encourage you to start looking in that direction because the government didn't align the development of the oil sector with the locals. Local contractors have failed to penetrate the Tier one contracts because the standards there are too high yet they can't be compromised," Zaribwende said.

He, however, implored the government to deliberately give opportunities to local contractors because, "you can't build capacity when you lack opportunities." He also rallied contractors to stop giving bribes to procurement agents so as to fight agency trading.

**KCB's glimmer of hope**

Local contractors may, however, get a shot in the arm from Kenya Commercial Bank. During the breakfast meeting, KCB Head of Corporate Banking, Ms. Ramla Nantongo, revealed that the bank was willing to enter into financing arrangements with local contractors.

She, for instance, revealed that the bank can inject money into the UNABCEC Sacco to enable members access capital at manageable interest rates. She, however, disclosed that currently, local contractors find it hard to access capital because banks are risk-averse yet the biggest contractor is government.

"The challenge is that the government which gives you most of the work delays to pay. The other issue is that companies lack collateral to secure the huge loans needed by the contractors," Ms Nantongo said. She, however, noted that KCB has designed friendlier policies that will make it possible for them to extend loan facilities to contractors.

Among these include: structuring such financing against the running contract's terms, issuing contractors with bank guarantees at bidding stage, advance payments where applicable and requiring contractors to service loans monthly or quarterly or as per relevant payment cycle. This is in addition to certificate discounting of up to 60-90 days or as per agreed contract terms, among others.

KCB Managing Director, Mr. Edgar Byamar, believes building inter-sectoral relationships between banks and contractors will help push both sectors forward. He thanked UNABCEC for embarking on the move to search for the availability of not only opportunities in the oil sector but also financing avenues for its 396 members.

Given submission at this meeting, it is very clear that the journey to appreciate local content in the construction sector is far from over.



# UNABCEC activities through the lens

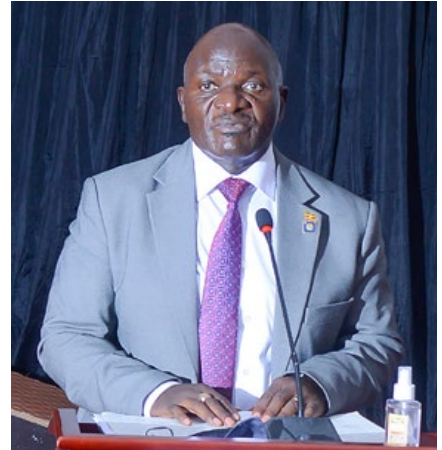
## UNABCEC 28TH ANNUAL GENERAL MEETING



Some of the members who attended the 28th Annual General Meeting that took place on December 9, 2021 at Imperial Royale Hotel, Kampala.



Members of the Elections and Nominations Committee led by Mr. Ronny Mulongo (right) presiding over the election of the 4th Board of Directors of UNABCEC to oversee the Association activities for 2022-2024.



Gen. Katumba Wamala, the Minister of Works and Transport, was the guest of honor at the closing ceremony of the 28th AGM



The guest of honor, guest speakers and members of UNABCEC pose for a group photo after the AGM



**BOARD INDUCTION**



Induction of the 4th Board of Directors took place at Esella Country Hotel, Kira - Wakiso.

**ADVOCACY**



UNABCEC delegation led by the President, Mr. JamesOne Olonya meeting with the Parliamentary Committee on Physical Infrastructure to discuss the impact of delayed payments on construction industry.





# BUILDING A SUSTAINABLE construction future



**BY. HON. GEN. KATUMBA WAMALA**

**S**ustainable construction is the practice of meeting the needs of the present without compromising the ability of future generations to meet their own needs. This would require economy, efficiency, and effectiveness during the construction process. In relation to construction, therefore, sustainability involves the use of renewable and recyclable materials when building new structures, as well as reducing energy consumption and waste.

The primary goal of sustainability in

construction is to reduce the sector's impact on the environment. Sustainable construction should be holistically assessed, from design, implementation, operation, and maintenance.

**What is the government doing?**

In order to harness the benefits of sustainability, the government has formulated a number of policies, laws, and regulations to mitigate the impact of human activities on the environment. These policy frameworks are adopted and used by all sectors of government

to integrate “environmental concerns in the socio-economic development planning of the country”. In construction specifically, these comprise but are not limited to the Constitution of the Republic of Uganda (GOU 1995), National Land Use Policy, National Environment Act, 2019, Physical Planning Act 2010 as amended, Land Act 2005, and Building Control Act 2013.

Following enactment of the Building Control Act, 2013, the Building Control Regulations 2020, and the National Building Code 2019, have been es-





**A number of implementing arrangements have been introduced by the Act. The Act under section 28, established the Building Committee at every district and urban authority to among others ensure compliance with the Act.**

tablished. Under these statutory instruments, a number of provisions to ensure environmental protection have been availed. These provide mitigation measures against the degradation of the environment in the area in which construction is to be carried out. In addition, they promote the use of locally produced building materials that do not compromise the natural ecosystem and that use the least energy for their production and transport, guaranteeing the right to sustainable cities and safeguarding a healthy and comfortable urban environment while



adopting and providing valid solutions according to the local climate, social needs and transformations, local cultural identity and cultural practices and conservation of natural resources.

The provisions also emphasise, '... sustainable buildings and urban environment and '...(the) sustainable use of natural resources.' Passive building design measures are preferred to mechanical means in order to achieve thermal and visual comfort in any building and avoid unnecessary energy consumption...' The goal is to control the direct solar radiation to ensure thermal comfort, adequate lighting and minimization of energy consumption.

Additionally, there are provisions for various clearance standards. These have a bearing on urban design (the relationship to buildings) and where transportation including pedestrian routes, can be enriched with tree planting.

A number of implementing arrangements have been introduced by the Act. The Act under section 28, established the Building Committee at every district and urban authority to among others ensure compliance with the Act. Under section 32, the Building Control Office for each district and urban authority is to inspect the erection and demolition of buildings and to ensure any instructions given by the Building Committee are complied with among others.

At a personal level, we all should adopt

innovative ways to achieve energy and water efficiency. Energy efficiency could be achieved through the use of high-power factor equipment, minimizing voltage drops, light trespassing, switching systems (sensors and controls), daylighting design, and installation of energy-efficient lighting fittings and motors.

On the other hand, utilising water conserving fixtures such as waterless urinals, ultra-low flush toilets, and low-flow shower heads, harvesting, processing and recycling rainwater, site stormwater, and building grey water and identifying appropriate uses within the building and site are some of the ways to achieve water efficiency.

**SECTION 28 ENSURES COMPLIANCE WITH THE ACT**

In conclusion, all construction ultimately affects the environment, and therefore means to mitigate such effects should be adopted.

Such measures would involve; increased national awareness of environmental policies and compensation approaches such as planting more trees, use of less plastic; enforcement of all applicable laws and building standards; running programs that compensate households, communities, or regions for undertakings associated with the environmental policies; considering reforms that introduce levies or subsidies on resource use to encourage conservation, environmental management, and/or restoration.

**Hon.Gen. Katumba Wamala is the Minister of Works and Transport**

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# UNABCEC SACCO



**BY CHARLES KYENKYA**

**T**he UNABCEC SACCO was established in 2017 with the aim of creating a platform for members of UNABCEC to save, invest, borrow and grow financially. As we enter our 5th year, it is imperative that more members from our mother Association join us in order to reap the full benefits of the SACCO which include:

- Access to low interest loans within the shortest time possible
- Enjoy interest rates above the prevailing bank rates on savings
- Undertake investments jointly as a group and benefit from economies of scale
- Negotiate favorable interest rates and credit terms from financial institutions
- Acquire assets at favorable terms
- Access Bank Guarantees at subsidized rates to support bid requirements
- Enjoy capacity building trainings and workshops in financial and human resource management
- No collateral requirements for securing the loans
- Working in partnership to ensure non failure in delivering contracts

Under the great leadership of Eng. Mwedde my predecessor, we have achieved the following milestones

- Invested in a mutual fund with UAP Insurance

- Drafted and Approved a Strategic Plan and Loan Policy

- Grown our membership to 35 both individual and Corporate members

As we look forward, we set our sights on achieving the following;

- Growing our membership to the thousands to enable us reap the full benefits of saving and investment
- Take full advantage of investment opportunities with the guidance of financial advisors

- Supporting our sector with financial services such as loans, securities and more.

If we put our hands together, Our SACCO has the potential to be the financial backbone of the association and members as well. I therefore urge all eligible members of the engineering and construction sector, especially active members of UNABCEC to join us as we continue towards our goals that will surely enrich our lives, our companies, our sector and the nation at large.



**Who can become a member?**

- All registered members of UNABCEC (Corporate members)
- Directors of all companies registered with UNABCEC
- Permanent employees of companies registered with UNABCEC

**Contacts us on** contractorssacco@unabcec.co.ug and Tel.: +256 392 795036 to register.

**Mr. Kyenkya is the Chairman of UNABCEC SACCO**



# UNABCEC WELCOMES new Board of Directors

The 28th Annual General Meeting of UNABCEC that took place on 9th December 2021 at Imperial Royale Hotel, Kampala saw the election of new office bearers for the Association's top most governing body. The following 14 members of the 4th Board of Directors were elected to oversee the Association's activities for the period from 2022 to 2024 and their induction took place on 27th January 2022 at Esella Country Hotel, Kira - Wakiso.



**Name:** Mr. JamesOne Olonya  
**Position:** President  
**Profile:** Contracts Manager, Dott Services Ltd



**Name:** Ms. Sybella Namirembe  
**Position:** Treasurer  
**Profile:** Project Manager, Epsilon Uganda Limited



**Name:** Mrs. Kiara Binta Nkuranga  
**Position:** Board Secretary & Representative for Class A-1 International  
**Profile:** Legal & HR Manager, Dott Services Ltd



**Name:** Mr. Mark Nsubuga  
**Position:** Board Representative for Class A-1 Local  
**Profile:** Managing Director, Kasese Nail & Wood Industry Ltd



**Name:** Mr. Moses Tiberondwa  
**Position:** Board Representative for Class A-2  
**Profile:** Managing Director, Muma Construction Ltd



**Name:** Eng. Ronald Mugabi  
**Position:** Board Representative for Class A-3  
**Profile:** Managing Director, Gabikan Engineering Ltd



**Name:** Mr. Duncan Mwesigwa  
**Position:** Board Representative for Class A-4  
**Profile:** Director, Provide International Limited



**Name:** Mr. Ssenozi Robert  
**Position:** Board Representative for Class A-4  
**Profile:** Managing Director, Adapt Technical Services Ltd



**Name:** Mr. Agaba Edwin  
**Position:** Board Representative for Class A-5  
**Profile:** Managing Director, Tedmack Engineering Works Limited



**Name:** Ms. Mariam Namiya  
**Position:** Board Representative for Class A-5  
**Profile:** Managing Director, Reenboog Construction Services Ltd



**Name:** Mr. Kapil Kumar  
**Position:** Board Representative for Class B-1  
**Profile:** Sales Manager, Kampala Cement Co. Ltd



**Name:** Mr. Howard Wodomal  
**Position:** Board Representative for Class B-2  
**Profile:** Machine Sales Manager, Mantrac Uganda Ltd



**Name:** Eng. Herbert Sserunkuuma  
**Position:** Board Representative for Class C-1  
**Profile:** Managing Director, Power Africa (U) Ltd



**Name:** Mr. Charles Kyenkya  
**Position:** Board Representative for UNABCEC SACCO  
**Profile:** Managing Director, Pioneer Construction Limited



# DELAYED PAYMENTS: UNABCEC's voice pays off

BY RICHARD KINTU

**T**he issue of delayed payment of construction works certificates is arguably the most monstrous challenge threatening the growth and sustainability of the construction industry in Uganda.

Over the years, stories of contractors who have run into financial difficulties or even closed shop due to failure to secure payment for works done have been plenty.

Unfortunately, many times these businesses succumb to pressures from banks and other lenders from whom they mobilise capital to be able to pull off these works as per dictates of contractual obligations.

According to JamesOne Olonya, the president Uganda National Association for Building and Civil Engineering Contractors (UNABCEC), over 20,000 contractors globally were forced out of business due to financial challenges exacerbated by the COVID-19 pandemic. Back home in Uganda, over 30% of construction

**According to JamesOne Olonya, the president Uganda National Association for Building and Civil Engineering Contractors (UNABCEC), over 20,000 contractors globally were forced out of business due to financial challenges exacerbated by the COVID-19 pandemic.**

companies laid down their tools due to financial constraints. The challenge is worsened by the nature of the construction sector which is heavily capital-intensive in terms of both money and machinery — the loans, if any, are always inherently big.

Cognizant of this biting challenge, UNABCEC evoked its mandate by knocking on every relevant office door to fight tooth and nail to advocate for members' payments in a bid to save contractors and ensure their continued stay in business to grow the sector.

### The journey

Available records show that UNABCEC embarked on the humongous task of redeeming these payments as soon as the matter seemed to go out of hand in January 2021.

This is according to an April 27,

2022 letter in which the UNABCEC executive led by Mr. Olonya informed the Speaker of Parliament that delayed payments were taking down their members and Parliament needed to come in urgently and save the day.

"Continued non-payment severely hurts construction companies and triggers a downstream spiral negative effect of suppressing related manufacturing and smaller businesses along the supply chain. A case in point is Uganda National Roads Authority (UNRA), the major employer of our members dealing in road construction, which has over Shs500 billion in arrears to local contractors dating back to January 2021," UNABCEC noted in their letter.

But before writing to the Speaker, UNABCEC had a year earlier met the Finance Minister



UNABCEC delegation led by the President, Mr. JamesOne Olonya meeting with the Parliamentary Committee on Physical Infrastructure to discuss the impact of delayed payments on construction industry.

Matia Kasaija over the same matter.

In the March 16, 2021 meeting, the association suggested critical interventions, including the release of the remaining 25% of the approved budget for the third quarter of the FY 2021/2022 to MDAs by March 30, 2021, to enable these entities pay contractors' debts.

UNABCEC also sought the reinstatement of the 40% budget cuts by the Finance Ministry to MDAs to enable them pay its members. This was on top of asking the ministry to engage Bank of Uganda to relieve pressure on non-performing loans from contractors and also issue a commitment letter to UNABCEC members to be issued to their suppliers as guarantee that they were would pay up as soon as the government remitted the money it owed them.

This, UNABCEC argued, would allow its members carry on their work without the threat of distress from banks and suppliers, among other creditors.

**UNRA responds**

Following the persistent push for members' payments by UNABCEC, on January 19, 2022, UNRA wrote to the Ministry of Finance requesting for additional cash limit amounting to Shs200 billion to be able to pay off road contractors and other contractors that had executed works under the development expenditure realm.

UNRA's plea came on the backdrop of a December 22, 2021 communication in which the permanent secretary Ministry of Finance gave UNRA only Shs188.845 billion for development expenditure while the Road Fund advanced to it only Shs31 billion on January 13, 2022, for road maintenance.

"However, the cash limits communicated for Development GoU and road maintenance were far below the required amount to pay debt and provide for ongoing planned works for the third quarter of FY 2021/22," UNRA argued.

Attaching a list of 56 contractors, UNRA asked for additional funding thus: "The

purpose of this letter is to request your approval of additional cash limit amounting to Shs200 billion. Refer to the details of the annex herein attached (this was the letter of UNABCEC members)."

**Parliament intervenes**

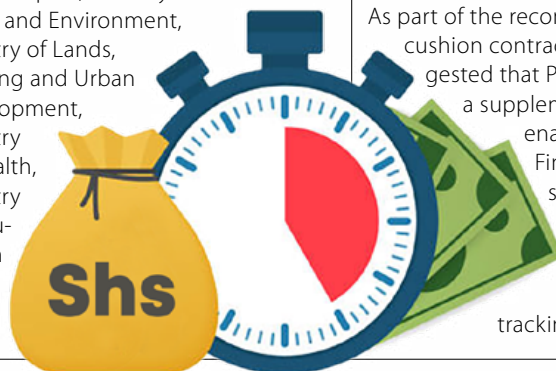
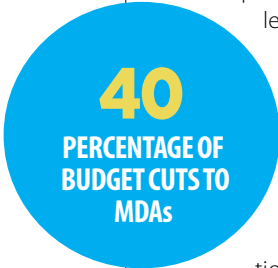
Upon receiving UNABCEC's letter, Speaker Anita Among referred the matter to the committee on physical infrastructure.

Subsequently, this committee sat and on May 4, 2022, the motion of the contractors' delayed payments was raised

on the floor of Parliament as a matter of national importance. It was then resolved that a list of all unpaid contractors be compiled so that it is tabled before the House two weeks from the date of sitting. And on May 6, 2022, the Parliamentary committee on Physical Infrastructure Committee Chairperson, David Karubanga, wrote to the UNABCEC executive informing them about the developments and invited them on May 11, 2022, to submit their cause to Parliament.

And indeed on May 11, 2022, the UNABCEC executive led by Mr Olonya, submitted to the committee a petition highlighting challenges arising from delayed payments of its members.

In the same petition, UNABCEC recommended some practical solutions to address the situation to the contractors' benefit. For instance, UNABCEC argued that delayed payments continued to be the major factor that is negatively affecting the local contractors. It then highlighted the most indebted MDAs led by UNRA, Ministry of Works and Transport, Ministry of Water and Environment, Ministry of Lands, Housing and Urban Development, Ministry of Health, Ministry of Education and



**The Recommendations**

As part of the recommendations to cushion contractors, UNABCEC suggested that Parliament approves a supplementary budget to enable the Ministry of Finance to pay all outstanding arrears to contractors. UNABCEC also requested fast-tracking of all the earlier proposals it had requested to be done by the Ministry of Finance including reinstating the 40% budget cuts and engaging BoU to relieve pressure from contractors among others.

As new interventions, UNABCEC also prayed that Uganda Revenue Authority (URA) and National Social Security Fund (NSSF) be directed to negotiate with contractors on flexible payment terms and allow a grace period to distressed contractors who are just recovering for effects of COVID-19.

Other new suggested interventions included: directing government entities employing construction contractors to waiver off liquidated damages until the situation returns to normal, effect waivers on the extension of performance bonds, allow renegotiation of existing contracts under an agreed formula based on the current increase in construction inputs since the existing conditions have a direct impact on projects, and also

Sports, and various district local governments, among others.

Highlighting its members' plight, UNABCEC enumerated some of the dire effects of delayed payments to include; members losing everything they used as security to acquire loans to execute government projects, overwhelming accumulated tax penalties from URA, non-payment of operational obligations such as salaries, insurance, loan servicing, among others.

UNABCEC added that as a result, members were finding it difficult to complete works in time while banks were also losing confidence in them due to failure to service loans, among other challenges.

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on projects, and also consider a "Force Majeure" as the last option to save the ailing contractors.

**Important to note**

However, some of the highlights which stood out from the meeting included: observation by Members of Parliament that government needs to do more to support the local construction sector.

UNRA also proposed that government should stop new procurements for development projects and focus on paying all outstanding payments to

contractors while maintaining the existing infrastructure using Force Account.

In the same meeting, Hon. Musa Ecweru, the State Minister for Works, together with a number of MPs expressed their dissatisfaction with some local contractors who do shoddy works when given an opportunity, an act which in turn tarnishes the name of the entire industry and called upon them to put their houses in order.

However, some members of the committee proposed to seek an appointment with President Museveni to bring the matter to his attention and seek an immediate solution.

The committee then resolved to meet with the Ministry of Finance on May 12, 2022, to discuss their side of the story and make a comprehensive report.

**UNABCEC efforts pay off**

Local contractors will, however, be pleased to learn that following almost two years of gruelling lobbying by UNABCEC, the Ministry of Finance finally released some funds to cater for the payment of contractors.

The news was communicated in a letter the Permanent Secretary, Ramathan Ggoobi, wrote to all accounting officers of the various government MDAs.

As per UNABCEC's earlier recommendations to both Parliament and the ministry, Ggoobi revealed that on May 20, 2022, Parliament approved a supplementary budget schedule 2 for FY 2021/2022 to cater for, among other things, external financing and locally raised revenue by local governments.

And to the contractors' relief, among the entities which received these budget funds were those listed among the most indebted to contractors. These include UNRA, Road Fund, and Ministry of Water, KCCA, among others.

For instance, the release schedule shows that the Ministry for KCCA received Shs188.455 billion to cater for "other" expenditures, Road Fund Shs101.88 billion also for other expenditures while the Ministry of Works received Shs1.32 trillion. Other releases include Shs352.68 billion to UNRA while 41 local government units received a combined release of Shs21.067bn, among other MDAs.

It is now anticipated that these monies will be used to pay a sizeable chunk of contractors' accrued debts so as to save the sector from crumbling.

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# CONSTRUCTION CLAIMS: Learn about prolongation costs



BY ENG. BYANGIRE PAUL RUSOKE

**B**esides price and scope, another key feature of a contract is the duration. The duration specified in the contract ideally should be based on the scope of work, and construction methods, among others as may be assessed by the consultant or design/build contractor.

In the event that a contractor does not meet the deadline, it is then established as the cause of the delay. If the delay was caused by the contractor, he then suffers liquidated damages, otherwise the contractor gets entitled to an extension of time where the cause of delay was not on his part. The contractor, therefore, stays longer on site than planned in the contract, suffering what we term as prolongation costs.

Prolongation costs, therefore, arise out of extension of time (EOT) claims/ awards. Although most contractors would want to compile both claims at once, it is advisable to deal with each separately. It is important to know that where a contractor will suffer such costs, there has to be a notice (See issue No.17 of December 2021).

Prolongation costs are those contractors incur for the extension of time but should only be those costs incurred by the contractor during the period of delay and NOT during the extended contract period. If the engineer/consultant delays to issue an instruction for 27 days, resulting in an extension of time of 10 days, the prolongation costs should be the costs for 10 days suffered during the 27 days delay period.

It is important to understand that different contracts provide for different ways of financial recovery.

As earlier explained in (Issue No.16 of June 2021), any claim from a contractor should bear the four essential elements of Cause, Effect, Entitlement, and Substantiation. The cause and effect explained for the



**If the delay was caused by the contractor, he then suffers liquidated damages otherwise the contractor gets entitled to an extension of time where the cause of delay was not on his part.**

extension of time yielding the prolongation should suffice for the additional costs claim. However, the entitlement for additional payment may be different from the entitlement for an extension. Substantiation can be done by demonstrating costs related to resources deployed during the period of concern and invoices. Detailed calculations are provided in Excel sheets with explanatory notes to ease the work of the reviewer.

Generally, prolongation costs fall under the following categories;

- Finance costs.
- Site-establishment costs including site staff, site establishment, transport, plant, and equipment.
- Contractual costs such as insurance and performance guarantees.

- Head-office overheads and profit.

Being time-related, it is important to demonstrate the number of days on which the calculations for each category of prolongation cost is based. Head-office overheads are commonly calculated using the Hudson formula or the Emden formula.

However, there are other formulae. It is also important to note that extension of time is calculated in calendar days as opposed to working days, so, prolongation costs must also be reconciled to the same basis of calendar days.

Finally, a summary of the claimed amounts should be included in the narrative and a conclusion made. It is usually appropriate to include the calculations of costs or additional payment on spreadsheets and in the appendices. Units representing the numbers in the spreadsheets should be provided.

**Eng. Rusoke, is a PMP [Bsc. Civ, MPIM, Cert. Construction Claims writing], Uganda's Regional Representative, Institute of Construction Claims Practitioners ICCP.**



# WHY DEVELOPERS SHOULD trust UNABCEC's genuine contractors



**BY VINCENT GOLOOBA**

**W**ith over 396 members, Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) has played a great role in contributing to the development of Uganda's infrastructure over the past 29 years. The association is dedicated to fostering growth and sustainability in the ever-changing environment of Commercial Construction Contractors, improving job site safety, expanding the use of cutting-edge technologies and techniques and strengthening the relationships between contractors, clients and government. Our core purpose is commitment to improving performance in the construction industry by championing better regulation and enhancing operational integrity.

UNABCEC supports the registration of contractors based on their capabilities, whether small, medium, or large contracting companies, in the construction industry. In addition, the association is a united voice on issues affecting the construction contracting sector. UNABCEC is one of the most visible and vibrant organizations that actively lobbies the government and private sector on behalf of the industry to ensure fair and transparent practices in the construction business, thereby allowing members to stay and flourish in an environment that allows them to be at their best.

In addition, policymakers always need the input of industry stakeholders to enrich policy and legislative proposals and to keep in check government actions and decisions that may affect the interests of the industry, thereby ensuring the development of a fair and equitable business environment. At UNABCEC, we value policy advocacy and always work closely with the government and private sector at all levels with a view to create

**At UNABCEC, we value policy advocacy and always work closely with government and private sector at all levels with a view of creating a sustainable and mutually beneficial relationship towards the development and qualitative delivery of our country's social and economic infrastructure.**

a sustainable and mutually beneficial relationship towards the development and qualitative delivery of our country's social and economic infrastructure.

**Development opportunities**

We facilitate various education, training and development initiatives that help contractors' employees and engineering students that join the industry

move ahead of the competition through on-site and top-up skills required in management courses, practical business insight, and technical resources.

Our business development services equip members with key skills and knowledge needed in the day-to-day running of their businesses. We aim to produce the next generation of industry leaders through training and mentorship of



the emerging member companies. We also support the professional development of fresh graduates through the graduate training Programme that links them with member companies for hands-on training.

UNABCEC promotes the image of the construction contracting sector by enabling members deliver a professional construction service and encourage them to take care of their employees' safety and welfare, the environment, and the community, thus providing a foundation for the country's development.

The Association has assisted members in all matters relating to Safety, Health, Environment and Quality (SHEQ). With a dedicated SHEQ team, we offer a national support service to members in the form of site visits, site audits, assistance in system development, and incident investigations. The SHEQ team is driven by members mandate and adapts to meet member requirements where they can.

Members and interested stakeholders also enjoy free networking opportuni-

**Important to note**

Uganda's construction industry is currently poorly regulated thus giving rise to a number of "street-smart" and "brief-case" construction firms, a factor that has seen persistent corruption in public procurement processes and consequently, delivery of poor-quality works, collapsing buildings, among others. It would, therefore, be good practice for all developers in Uganda both government and private to engage genuine contractors registered with UNABCEC since the Association provides a fallback position should there be any challenge.

ties through our full roster of social events, conferences, Annual General Meetings, and seminars and other industry stakeholders. These act as a platform for them to share insights and discuss with other industry stakeholders matters pertinent to the industry. By networking with like-minded and more experienced professionals, participants learn about common prob-

lems and the best solutions from other members of the industry.

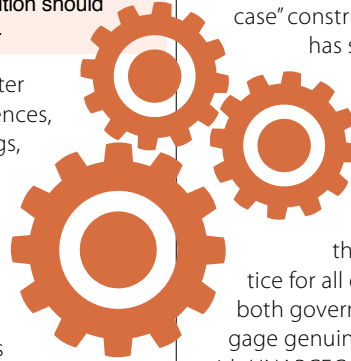
Should any member be faced with any client-contractor, consultant-contractor, or prime contractor-subcontractor conflict, dispute, or claim, UNABCEC intervenes to resolve the disputes. The association has experts in a broad range of legal and contractual matters.

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UNABCEC is committed to promoting professionalism in the industry; and thus takes this opportunity to express heartfelt appreciation to entities such as Ministry of Works and Transport, National Medical Stores, Uganda National Roads Authority, Ministry of Health, Ministry of Education and Sports, Ministry of Local Government i.e. Gulu, Kagadi, Kyenjojo, Kakumiro, Kayunga, Kibaale, Nakason-gola DLGs, and private sector i.e. GIZ Uganda Office, Africa Initiatives for Relief and Development, UNHCR, FINN Church Aid, Total E&P, Global Refugee Initiatives, Nile Fresh Produce, Design 256 Ltd, among others for recognizing the role of UNABCEC in the infrastructural development of Uganda and for continually engaging with the Association in identifying and recommending genuine contractors who will deliver quality infrastructure.

UNABCEC encourages other entities/ developers to engage the Association; a step believed will contribute to the streamlining of the construction industry.

**Mr. Golooba is the Membership Services and Development Officer at UNABCEC**





# WORKFORCE DEVELOPMENT: a ticket to business success



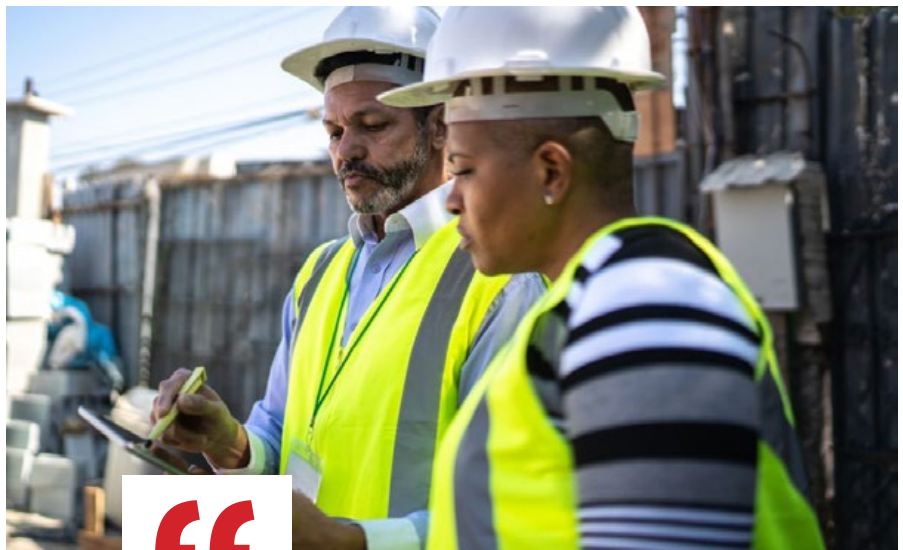
**BY SAMUEL NGAMBWAKI**

It is increasingly getting difficult to find a job these days; it would not be wrong to equate it to squeezing water from a rock. Technological advances, international competition, and automation at workplaces have resulted in stagnant wages and fewer opportunities for low-skilled workers. This makes workforce development more important than ever.

Workforce development takes a “people-first” approach to organizational growth and development.

Workforce development is a concept that helps create, sustain, and retain a viable workforce. The objective of workforce development is to create economic prosperity for individuals, businesses, organisations, and communities. The focus is on an individual's ability to grow their skills and develop the tools they need for business success. In other words, workforce development trains individuals to be more productive and prosperous in the workplace, which benefits both the employer and the worker.

A recent study conducted by Accenture found that 62 percent of C-level executives were unsure of how to develop their workforce in an increasingly digital economy. In fact, the authors of the report go on to state that over \$3 trillion of future revenues may be lost due to inefficient or ineffective workforce development. Whether your workforce is on a manufacturing floor, auto garage, medical clinic, or office tower, you must continually invest in training your employees. Otherwise, you may find that are unequipped to handle the problems of the future. As a result, your customers, vendors, or clients may take their business to a more forward-facing firm.



**Workforce development takes a “people-first” approach to organizational growth and development.**  
**Workforce development is a concept that helps create, sustain, and retain a viable workforce.**



At its core, workforce development is about maximizing the potential of your employees and providing them with the opportunities to effectively handle problems. When an employee feels like are valued and trusted, are more likely to stick around for the long haul. Increased job satisfaction, lower turnover rate, increased

operational efficiency, improved productivity, enhancements in innovative thinking, proactive, not reactive, and problem-solving are all benefits of caring about the workforce.

An empowered workforce is one that feels like an asset to its employer. However, when an employee feels neglected or ignored by their management team, they may start looking for employment elsewhere. Plus, it gives employers the opportunity to communicate with their staff about best practices and how they can move forward in the industry together.

Workforce development isn't a “one and done” initiative to train your employees. Rather, it's an ongoing process of educating and empowering your workers so that they can tackle the workplace problems of tomorrow.

**Mr. Ngambwaki is the Managing Partner at FEI Consult Ltd.**

# MARINE INSURANCE: What importers in construction should know



**BY JAGGWE RONALD MUYINGO**

## 1. What is marine insurance and how does it work?

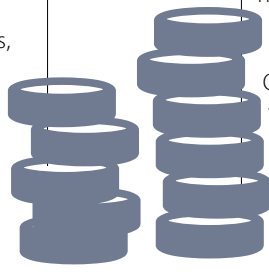
Marine Cargo Insurance covers the loss or damage to your cargo, on vessels, and other transport between the point of origin and the final destination. It can be tailored to the client's needs depending on their requirements, with a number of extensions available from local marine insurers.

## 2. Talk about marine insurance benefits to importers.

Cargo Insurance protects your investment and covers your goods against loss, damage or delay. Without cargo insurance, all cargo is handled, stored, and carried at the shipper's, owner's, and consignee's risk. Some of the advantages of purchasing this insurance are: The insurance provides financial



**It is estimated that the insurance industry in Uganda loses millions of dollars to foreign insurance companies annually over the years**



stability to the business. It helps manage the risks and conduct business without much worry. It compensates for any financial loss that one faces during the transit of goods.

## 3. Government through the insurance regulator in Uganda insists that importers purchase marine cargo insurance from domestic insurers. How is the sector leveraging this environment to grow?

The insurance industry has developed capacity over time and has demonstrated its readiness to handle marine business and all its attendant costs.

One of the key benefits is that there will be competitive and favourable premium rates arising from the economies of scale

(principle of large numbers), eased communication flows in the settling of claims, and provision of insurance cover at appropriate premium rates.

## 4. How much is Uganda and domestic insurers losing in the expatriation of millions of dollars in marine insurance premiums as a result of importers using their foreign counterparts?

It is estimated that the insurance industry in Uganda loses millions of dollars to foreign insurance companies annually over the years. The Inter-Governmental Committee on Shipping (ISCOS) reported an increase in marine cargo insurance flights from Uganda at an estimated loss of at least \$335 million to foreign countries and their insurance industries between 2009 and 2013.

## 5. What is covered in marine cargo insurance?

The policy provides coverage for the risks arising during transit via sea and other modes of transport. The insurer compensates for the following:

- Marine insurance coverage is provided for dire situations like fire or explosion, sinking, or stranding during a cargo journey.
- Compensation is provided for expenses incurred due to collision, overturning, or derailment of land conveyance.
- Compensation is provided for expenses under a circumstance wherein the cargo is discharged from a port of distress/distur-





bance.

- Coverage for general average sacrifice salvage charges.
- Protection against any natural calamities such as an earthquake or lightning
- It covers expenses such as survey fees, forwarding expenses, costs of re-conditioning and charges of sue
- It also covers situations like jettison and washing overboard
- It also covers the total loss of the package whether overboard or dropped amidst loading or unloading

#### 6. What is not covered in marine cargo insurance?

Marine insurance coverage is not provided under the following situations:

- Compensation is not provided for any intentional loss/damage
- When the packaging quality of the cargo is not appropriate
- No cover shall be provided for losses arising from bankruptcy, liquidation, failure/collapse in the finances
- Wear and tear the goods in transit
- No cover shall be provided if the loss

occurs due to a delay in the cargo

- Not all the insurers cover extreme unpredictable situations like war, strikes, riots, and civil commotion
- Any loss or damage resulting due to insolvency.

#### 7. What is the claim process for Marine Insurance Policy?

Here is the process and documents required for online marine insurance claim intimation and procedure:

- For claim intimation the insured need

**Once the claim is successfully filed, the insurer will provide the URN/claim number, which can be used for uploading documents and checking the insurance claim status.**



to provide the insurance policy number as printed on the policy document.

Below is the list of documents that are required for the claim process:

- Claim Bill
- Invoice
- KYC
- GR/LR
- Damage Certificate
- Monetary Claim on Transporter
- Letter of Subrogation
- Photographs
- NEFT mandate duly filled & stamped by the bank/canceled cheque with the name of the policyholder/Account number/ IFSC code

Once the claim is successfully filed the insurer will provide the URN/claim number, which can be used for uploading documents and checking the insurance claim status.

If the insured items are damaged, all the necessary steps should be taken to protect them from further damage or loss.

**Mr Muyingo is the Manager Sales and Marketing Statewide Insurance Company Limited.**



# Construction industry stakeholders partner to bridge the skills gap



**BY MIKE SERUNKUUMA**

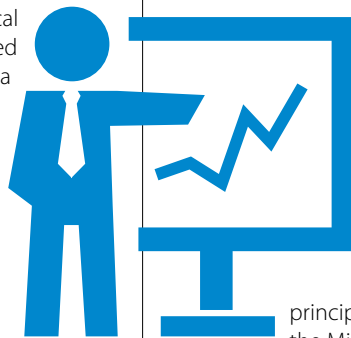
In February, UNABCEC concluded the first cohort of training on Construction Site Management and Strategic Pricing for Profit to fresh graduates at the five Uganda Technical Colleges of Kyema, Mbale, Elgon, Kichwamba, and Bushenyi. The training is part of the Scaling Up Training for National Diploma Civil Engineering Graduates from the UTCs program funded by the European Union in order to strengthen the engineering profession and build the capacity of the Uganda Institution of Professional Engineers (UIPE). The technical training is being implemented by UNABCEC and the Uganda Association of Consulting Engineers (UACE) and managed by UIPE.

The objective of this training course is to improve the likelihood of National Diploma Civil Engineering (NDCE) graduates taking up employment as technicians in the domestic road construction industry and raise their knowledge of the roles and responsibilities they might have in employment in this sector. The expectation of the training is for it to have

a positive impact on the competitiveness of the domestic road construction sector in Uganda.

About 130 graduate technicians benefited from the first cohort of training. The entire program is expected to benefit over 500 engineering graduates from the Uganda Technical Colleges by equipping them with industry demand-driven skills and additional support aimed at strengthening their profession.

The UNABCEC trainers who facilitated the technical training include; Mr. Moses Tiberondwa – a civil engineer and director in MUMA Construction Ltd and currently a board member of UNABCEC, Eng. Patrick Osele, the principal civil engineer in the Ministry of Works and Transport; and Ms. Mariam Namiya, a civil engineer who doubles as a director at Reenboog Construction Company Ltd and a board member at UNABCEC.



“I was able to understand what one needs in order to become a successful contractor since that is my area of interest,” said Mr. Amon Ainebyoona, one of the beneficiaries from UTC Bushenyi while expressing his satisfaction after the training. Another beneficiary from UTC Lira, Ms. Lydia Awor Obel, said the training was excellent because she learned a lot from it compared to what she learned during her course duration at the college.

While witnessing the closing ceremony for the first cohort, the UNABCEC executive director, Mrs. Elizabeth Muhebwa, appreciated the partners; European Union and Uganda Institute of Professional Engineers (UIPE), for their support to the project and advised the graduates to apply the skills and knowledge learned from the training to enhance their employability while at their workplaces. She also assured them of UNABCEC’s support for those who wished to join the construction contracting business.

**Mr. Serunkuuma is the Programs Manager UNABCEC**



**UNABCEC Executive Director - Mrs. Elizabeth Muhebwa, UIPE Management Consultant - Mr. Julius Kintu, Principal of UTC Bushenyi and UNABCEC Trainers (all in the middle) pose for a group photo with trainees from UTC Bushenyi after the training.**



# ALL YOUR QUESTIONS on withholding VAT answered



BY JULIET NAJJINDA



**Briefly tell us what the Withholding VAT is all about (Include when and why it was introduced.)**

On October 26, 2021, Uganda Revenue Authority (URA) issued a public notice requiring VAT withholding agents to commence withholding on VAT with effect from December 1, 2021. URA also updated its website ([www.ura.go.ug](http://www.ura.go.ug)) to include the list of taxpayers designated to withhold VAT.

Withholding VAT is a tax mechanism that requires certain taxpayers (designated VAT withholding agents) to withhold, at a rate of 6% of the VAT exclusive invoice amount (taxable value), on all payments made to VAT registered suppliers. It is also applicable to taxable persons who are not VAT registered but making a supply for an amount equivalent to or higher than Ushs37,500,000 (one quarter of the annual VAT registration threshold). However, designated VAT withholding agents are not required to withhold VAT on payments where the supplier is on URA's VAT withholding exemption list. This exemption list is accessible on URA's website.

First introduced in Uganda in July 2018, withholding VAT did not gain traction

due to various practical implementation challenges that severely constrained compliance by taxpayers resulting in its suspension in September 2018.

Effective July 1, 2019, government amended the Withholding VAT regime, with implementation pegged to issuance of a Gazette Notice from the Minister of Finance, Planning and Economic Development designating the VAT withholding agents. This Gazette Notice, issued on May 29, 2020, listed 1004 taxpayers including government agencies and other organizations (increased from the original 2018 list of 680). However, the URA stayed its implementation due to the economic challenges and business interruptions caused by the COVID-19 pandemic.

Withholding VAT was introduced to boost tax revenue collection by government.

**How does the tax work?**

Assume that a VAT withholding agent purchases goods or services from a VAT registered supplier for which the supplier issues an electronic invoice, on June 30, 2022, worth Ushs1,180,000 (comprising the taxable value of Ushs1,000,000 and 18% VAT amount-

ing to Ushs180,000). Additionally, assume that the supplier of the goods or services is not on the VAT withholding exemption list.

The supplier will account for the Ushs180,000 output VAT in their June 2022 VAT return which will be due for filing by July 15, 2022. On the other hand, the customer (purchaser of the goods/services) will claim the input tax in the same period (in their June 2022 VAT return).

Subsequently, the customer pays the invoice on July 21, 2022, for the goods/services that they received on June 30, 2022. Since the customer in our example is a designated VAT withholding Agent, at the point of payment he will be required to withhold VAT of Ushs60,000 which is 6% of the taxable value (Ushs1,000,000 \* 6%). The VAT withheld by the customer will be declared to URA through the July 2022 VAT return, due for filing by August 15, 2022.

**How different is it from the Withholding Tax?**

Uganda has a separate withholding tax regime, which is a form of advance income tax imposed under the Income Tax Act (ITA) (Cap. 340). Under the ITA withholding tax regime, designated withholding agents are required to withhold tax at a rate of 6% on the gross amount paid (excluding VAT) for the supply of goods or services in aggregate exceeding Shs1 million. It is noteworthy that the designated withholding agent is not required to withhold tax on payments where the supplier is on the withholding income tax exemption list. This exemption list is also accessible on URA's website.

Based on the example above, if the payment is made to a supplier who is



**The government needs to reconsider whether the re-introduction of VAT withholding remains warranted since many companies are grappling with constrained cash flows due to the increasing cost of doing business.**

not on URA's income tax withholding exemption list, and the customer (purchaser of the goods/ services) is a designated income-tax withholding agent, this payment will also be subject to the 6% income tax withholding. This means that the customer will be required to deduct an additional Ushs60,000 and pay this to URA.

In such a case, the total withholding (VAT and income tax) will amount to Ushs120,000 (12% of the VAT-exclusive invoice value).

**Who is targeted to pay the VAT withholding tax?**

All VAT-registered suppliers that are not on URA's VAT withholding exemption list are required to pay this tax. This tax also extends to suppliers who issue invoices exceeding the quarterly VAT registration threshold of Ushs37,500,000.

**What is the impact of this tax on construction companies who are already paying other different forms of taxes?**

The biggest effect of this tax is the cash flow constraint it causes to businesses,

especially those in VAT offset positions. The cash flow impact worsens for businesses that are typically in a perpetual VAT refund position because such companies are often the subject of lengthy URA refund audits before their refunds are approved.

**Will taxpayers be able to claim this tax refund as it is with the Withholding Tax? If yes, how and when is the claim done?**

Yes, taxpayers are able to claim a credit of the withholding VAT paid by completing Section G-II (details of VAT withheld claimable) of the VAT return template.

Upon filing of the VAT return containing

the withheld VAT, the supplier of the goods/ services whose VAT has been withheld receives a certificate in their URA portal account inbox. Using this certificate, the supplier then claims a VAT credit, which is offset against any VAT payable in the subsequent return.

A supplier who holds a VAT credit position for the relevant month e.g. where the VAT input tax exceeds output tax, will either have to carry the VAT credit forward for utilization in future when the company has VAT to pay or apply for a refund from the URA.

**Any other information you would like to share about this form of tax.**

With the introduction of the Electronic Fiscal Reporting and Invoicing System (EFRIS) by URA, to curb revenue leakage, effective January 1, 2021, the government needs to reconsider whether the re-introduction of VAT withholding remains warranted since many companies are grappling with constrained cash flows due to the increasing cost of doing business.

**Ms. Najjinda is the Tax Manager at PwC**

# VAT Withholding: The Contractor's Perspective

**BY ANDREW NIWAMANYA (GMUIPE)**

In 2018, URA introduced VAT withholding which wasn't successful because it was designed to fail. Whereas I am not against taxes especially if they can be accounted for, I am against taxes that are anti-progress, unfair, and are not in sync with the current economic state.

The withholding of VAT is disastrous to a contractor, whose main source of work is the government which is known for delayed payments. Withholding VAT at the source cripples the ailing cash flows for contractors.

URA will withhold 6% of every payment, if you withhold VAT, currently at 18% (the highest in East Africa) on top of other tax obligations like PAYE, the contractor will be

forced to tap deeper into his pockets. There is another anti-progress idea of cash retention already levied on the contractor usually at 10% for a minimum period of six months. This makes me doubt whether local content promotion and BUBU are honestly in good faith. To milk a cow, we need to actually feed it. The biggest remitters of VAT are construction companies. In 2021 alone, EFRIS, another expensive but welcome tax compliance measure, just came into effect. URA seems to be shifting its responsibility of enforcement.

Dear URA, do you know why VAT Withholding failed when it was introduced in 2018? Did we pick some lessons?

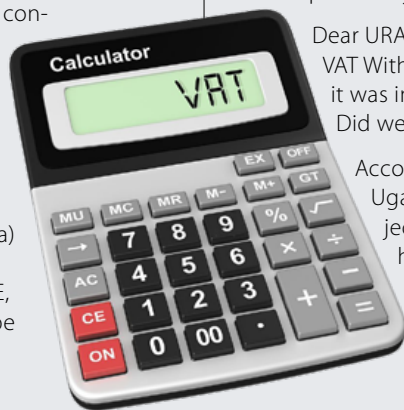
Accordingly, supplies in Uganda will be subjected to double withholding since the government will be taking advance tax

of 12% i.e. (6% WH VAT and 6% WHT) which will cause significant cash flow challenges for us. For example; where a VAT registered supplier issues a VAT inclusive invoice of Ushs100,000 to a person who is designated to withhold both VAT and WHT, the designated agent will pay the supplier Ushs87,288 and withhold tax of Ushs12,712 (i.e. VAT of Ushs7,627 and WHT of Ushs5,085). If the supplier is unable to claim the WH VAT credit immediately, they will also be required to pay the full 18% VAT output tax of Ushs15,254 to the URA with their monthly VAT return, meaning that they are left with a cash balance of only Ushs72,034.

Government MDAs withhold tax and take years to remit it. This is bound to happen with the current system too.

A thriving business is the only win-win situation for the local contractor and URA. You can't tax an insolvent man.

**Mr. Niwamanya is an Engineer at Sany Ventures Uganda Limited**





# RISING PRICES OF CONSTRUCTION INPUTS: UNABCEC moves to protect contractors from biting shocks

**BY RICHARD KINTU**

It is no longer a secret that businesses around the world are taking the hit from commodity prices that are spiralling out of control. Back home, one of the affected sectors is the construction industry.

JamesOne Olonya, the President of Uganda National Association of Building and Civil Engineering Contractors (UNABCEC), reveals that currently, a number of contractors implementing works contracts with government entities are gravely affected by the current inflation as a result of the surge in prices of inputs. Olonya attributes this predicament to the nature of the construction works which are usually priced way ahead of their execution periods through the bidding process. As a result, any price increases tremendously increase their cost of production, sometimes beyond bid rates.

## UNABCEC moves to save members

Aware of this precarious situation in which UNABCEC's 396-member companies are trapped, the association has since petitioned the government seeking a variation in members' contractual terms for ongoing works. This is informed by fears that under existing procurement provisions, contractors with running contracts have already been affected by the surge in prices and so their losses can only get worse.

On May 20, for instance, the UNABCEC leadership wrote to the Attorney General, Mr. Kiryowa Kiwanuka, as well as Mr. Benson Turamye, the executive director of Public Procurement and Disposal of Public Assets Authority (PPDA), highlighting the need for quick interventions that will save the construction industry from crumbling



**“Diesel for example has shot from Shs3,490 in November 2021 to over Shs5,890 as of 20th May 2022, over a 69-percentile increase in a space of 6 just months. This has in turn affected all other construction materials. Cement, which is another major input, has shot by over 50%; from Shs 28,000 to Shs 42,000 in the six months and the trend is on a persistent trajectory**

under the weight of the steep price increases.

While highlighting the reason for their petition, Mr Olonya and Executive Director Elizabeth Muhebwa, argued that existing government directives to contractors' clients, including government ministries, departments and agencies (MDAs), have created rigidities that make it impossible for the clients to effect alterations in contract terms, especially in regard to prices quoted in the bids.

“We particularly refer to the Attorney General's Instrument to all Accounting Officers dated August 17, 2021, placing a ban on variations to government procurement contracts, but with a special consideration for “exceptional and justifiable” circumstances,” UNABCEC leadership argues in their letter titled 'Appeal to review ongoing construction contracts in light of the current price escalations'.

UNABCEC highlighted that the skyrocketing prices of fuel, cement, and reinforcements among other major inputs have placed an additional burden on construction contractors who are already nursing wounds caused by delayed payments from the government. And as a result, the contractor's strained cash flows have made contractors less elastic to absorb the increasing prices of materials, which are currently much higher than at the time of bid-

ding and/or contract award.

Putting the problem into perspective, UNABCEC quoted prices for key inputs which have shot through the roof ever since the ongoing contracts were signed.

“Diesel for example has shot from Shs3,490 in November 2021 to over Shs5,890 as of today 20th May; over a 69-percentile increase in a space of 6 just months. This has in turn affected all other construction materials. Cement, which is another major input, has shot by over 50%; from Shs 28,000 to Shs 42,000 in the six months



and the trend is on a persistent trajectory,” UNABCEC argues.

**Need for special consideration**

Against this background, the association prayed that in line with the Attorney General’s directive, contractors be categorized under those whose procurement terms have to be reviewed under “exceptional and justifiable” circumstances.

“Whereas the PPDA Guidelines 10/2014 on use of Framework Contracts for Procurement of Supplies, Works and Non-Consultancy Services allows Price Variation Clause for contracts below 18 months under exceptional circumstances, under Sub. cl. 5.4 (Price variation), the Guideline provides that: ‘...The framework should be capable of establishing a pricing mechanism to be applied to pricing particular requirements during the period of the framework. However, for items that are subject to constant price fluctuations, rapidly rising prices, or significant price fluctuating in case of imported goods due to changes in foreign currency, a price adjustment provision/escalation clause may be included in the contract which is to be completed within 18 months to cater for market forces. In case of re-

**UNABCEC proposals in brief**

Some of the proposed interventions that UNABCEC wants the government to adopt are:

- The Attorney General guides accounting officers in line with his letter to treat the prevailing circumstance as an “exceptional and justifiable” circumstance.
- That the Attorney General guides the Ministry of Finance and Uganda Bureau of Statistics (UBOS) to review the parameters of the currently produced indices so that they are representative and tenable.
- That the PPDA has a sense of duty to cushion/protect the construction sector by ensuring that price variation clauses are provided in ongoing contracts.
- That a price variation clause be included in all government procurement contracts regardless of their contract period to cater for such unforeseen circumstances like in the instant case.

quirements to be completed within 18 months the submission to the contracts committee shall include justification for recommending price adjustment,” the petition reads in part.

UNABCEC also draws reference to Statutory Instruments, Supplement No. 3 of February 14, 2014, which allows for

price adjustments in a contract that is to be completed within 18 months in case of rapidly rising prices or significant price fluctuations in the case of imported goods due to changes in foreign currency.

**Reluctance hurting contractors**

UNABCEC expressed concern that while a law to cushion contractors from current price shocks exists, procurement and disposal entities (PDEs) have been very reluctant to put them into effect.

“We are aware that most procurement entities are reluctant to observe this clause in eligible contracts, while those outside this scope (i.e. Works Contracts exceeding 18 months) have no price adjustment provisions,” Olonya says.

The contractors’ constraint in this regard is highlighted by recent research by UNABCEC which indicated that only 27.7% of the ongoing contracts with government entities have price adjustment clauses. “The survey further reveals that even for those contracts with the clause, the contractors are subjected to double jeopardy because the implementing formulae functions are against contractors; the efficiencies (indices) remain non-representative, and/or to the benefit of the client,” UNABCEC observes.

UNABCEC, however, blames the PDEs’ reluctance on the directive from the Attorney General, as well as the fact that some PDEs seem not to have comprehensively appreciated the encompassing context to support contractors as partners with government; and a necessary thrust sector for the desired national economic transformation.

UNABCEC further highlights the problem of the fact that most of the ongoing signed framework contracts are lumpsum in nature, while even for Ad-measurement Contracts, the individual rates are fixed.

This, Olonya says, means that a 69% increase on major inputs translates into a major blow to the projects’ cost, besides the related consequence on time and quality.

Unfortunately, the prevailing price situation coupled with reluctance by PDEs to effect much-needed variations in contract terms has seen the contractors





resigned to operating at losses in a bid to fulfil their contractual obligations. UNABCEC fears that if the contractors do not get quick redress under the circumstances, many will abandon the ongoing contracts or even close shop altogether, with their survival already threatened by the government's perennial delay in payment of completed works certificates.

**UNABCEC proposals**

UNABCEC says that while they acknowledge that the major reasons for the current price escalations are beyond the control of the government, the PDEs and contractors, it is still incumbent upon the government to intervene and cushion contractors against the prevailing challenge based on the principle of "Equitability of Risks". This is because government, has a sense of duty to its own, and is better placed to absorb the associated grave effects of the current situation than the contractors. It is in this regard that UNABCEC wants the government to adopt

**Unfortunately, the prevailing prices situation coupled with reluctance by PDEs to effect much-needed variations in contract terms has seen the contractors resigned to operating at losses in a bid to fulfil their contractual obligations.**



some of its proposed interventions in addressing the issue at hand.

Firstly, the Association wants the Attorney General to guide accounting of officers in line with his letter to treat the prevailing circumstance as an "excep-

tional and justifiable" circumstance. This, UNABCEC believes, will allow the PDEs to renegotiate existing contracts under an agreed formula based on the current increase in construction inputs (since the existing conditions continue to have a direct impact on projects).

UNABCEC also proposes that the Attorney General guides the Ministry of Finance and Uganda Bureau of Statistics (UBOS) to review the parameters of the currently produced indices so that they are representative and tenable. This is premised on the fact that the indices being produced are not commensurate with the current escalations; hence, it does not cushion the providers, even if the price adjustments formulae are considered. Also, UNABCEC wants the PPDA to have a sense of duty to cushion/protect the construction sector by ensuring that price variation clauses are provided for in ongoing contracts. This is in the hope that the PPDA shall employ necessary measures to ensure that the guidelines are not abused by the different procuring entities.

UNABCEC further proposes that moving forward, a price variation clause be included in all government procurement contracts regardless of their contract period to cater for such unforeseen circumstances like in the instant case. This is considering that providing price variation is meant to protect both the employer and the providers from price escalations/volatilities.

"Thus, the formula, price indices, correction factors, and base date for application to be clearly stated in the bidding documents and in the contract," UNABCEC suggests.

The association, which has protected contractors' interests for 29 years now, warns that failure by the government to cushion its local contractors against current price shocks will sink the sector thus rendering the much-touted Local Content & Buy Uganda, Build Uganda (BUBU) policies mere fallacies

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# GIRL POWER

## ENG. DR. FLORENCE KIYIMBA

### Women should learn to speak out to protect their space.

BY RICHARD KINTU

**E**ng. Dr. Florence Lubwama Kiyimba is the Vice-Chairperson of the Engineers Registration Board (ERB). She is a registered Agricultural Engineer currently working at the National Agricultural Research Organisation (NARO) as a Senior Research Officer. She has a wealth of experience in carrying out demand-driven research in designing, fabricating, testing/evaluation, and disseminating appropriate technologies accrued over 19 years. She has comprehensive knowledge and understanding of agricultural process engineering systems for smallholder, medium and large-scale farmers. She has also served in various leadership roles including; head of the Agricultural Engineering and Appropriate Research Centre, programme leader for the Biosystems and Agricultural Engineering Programme, and head of several agro-processing projects.

**Getting to the top of an engineers' body must be a daunting task. For the benefit of all the girls and women who look up to you, tell us about your journey to the top.**

My journey in this field began the day my O-Level results came out. Growing up, I was

obsessed with becoming an accountant that I had even planned to study Mathematics, Economics, and Geography as my subject combination at A-Level. However, given my performance, the headmistress of Gayaza High School told my father that I would be retained by the school to study Physics Chemistry, and Mathematics. The headteacher explained to him that upon assessment, I was stronger as a sciences student.

Although my father did not want to dissuade me from my dream of becoming an accountant, he asked me whether I would accept the advice given by the school. I accepted. At university, I enrolled for a degree in Agricultural Engineering and the rest is history.

But my journey to the leadership on the engineers' body started in 2010 when after registering to legally practice engineering in the country, I was requested to serve on the Accreditation Committee of the Uganda Institute of Professional Engineers (UIPE). I believe

that is where I was identified because once you serve and do it well you get noticed.

In 2018, I was



**19**  
THE NUMBER OF YEARS  
HER CAREER SPANS



called to serve on ERB where I served as a board member for two years.

Upon the expiry of my tenure in 2020, I was reappointed to the 18th Board of ERB where I currently serve as vice-chairperson.

**How does being a female leader in a field that is arguably male-dominated make you feel?**

It is a very good feeling because the leadership role comes with many pros and cons. Sometimes you come across people who want to do everything to lift you up and other times there are those who want to pull you down. It is a learning curve: I have people who have supported me and with their mentorship, I have been able to live my dream.

I will say the ground is not yet levelled but luckily there are men out there who want to support us to succeed. That's why I prefer to count my blessings more than the losses.

**From what you know about engineering, is it a career you would encourage women to embrace?**

Why not? Anyone can pursue any career but it is important to gauge your own abilities. Do not be under pressure to live your parents' dream by doing what (career) they want you to do because you may regret it. Of course, engineering is a challenging course and career but if others can do it then there's hope that you, too, can.

**The number of girls pursuing science-related courses and subsequently careers in the country is still low. What is your advice to girls who are scared of taking on careers in engineering?**

I would advise that if as a girl you are good at science subjects, get someone to mentor you in your career choice. These mentors help you to embrace your dream because they have been there and know how to get there. Usually, when you are looking for the right path you have to ask those coming from the direction you want to take.

And to the parents; if you know that your girl is good at science subjects identify for them a mentor to help them overcome that fear and also guide them to concretize their choice. For instance,

I am glad that someone identified my strength in time. The risk is that sometimes we get carried away by obsessions while not knowing what it exactly entails. But I must emphasize that mentorship shouldn't be only for girls; even boys need to be mentored although many fear to admit it. But by and large, I am happy that I have mentored many people.

**What can all stakeholders involved do to boost these numbers? This is on the understanding that mindset change starts way back in lower school.**

There is need for that collective action to create a firm support structure for our girls. We need to do career guidance early enough. This will help to guide the girls on what to study so as to drive them towards that career path. It is important that as parents we identify our children's strengths and help them pursue their dreams while at the same time resisting the temptation to force them to pursue our dreams.

**If as a girl you are good at science subjects, get someone to mentor you in your career choice. These mentors help you to embrace your dream because they have been there and know how to get there.**



**Stereotyping in workplaces is a common hindrance for women in some careers. Any advice to the men in engineering about handling and embracing competition from female counterparts?**

The starting point would be to stop looking at each other as competitors. The basic principle is that we are all engineers, so all that is required is to work together as a team. Instead of stereotyping each other, let's find ways of harnessing our different strengths to complement one another and win together.

**Have you experienced gender stereotyping in your line of work? How did you overcome it?**

Yes, I have. You must understand that I am the only female scientist at the Agricultural Engineering and Appropriate Technology Research Center at NARO, Kawanda; possibly that also makes things a little harder. However, I have learnt to fight for my space by being assertive. I, therefore, advise women to learn to speak up and speak out so as to protect their space. You have to be assertive without necessarily being aggressive when pursuing anything. It will help you overcome bullying and stereotypes.

**This year's Women's Day was celebrated under the tagline: Break the Bias on gender stereotypes; what measures have you put in place in the different workplaces you have been to ensure both women and men enjoy equal opportunities?**

One of the most reliable methods I have used is mentoring these women to excel at whatever they do. With that, you lift them to overcome the various challenges and how to deal with them without being compromised. But even on a lower level, I always do career guidance in my former school to help the girls find their calling early enough.

**One of the major challenges of career women is juggling work and their family obligations. How are you winning at this? How would you advise a young career woman out there who is failing to meet all their obligations?**

Like I said earlier, the best people to take you through a journey are those that have walked it before you. I was lucky that the moment I started working, I had people to mentor me on how to handle work and family responsibilities. Along the way, I

learnt that as women we are wired to multitask. You have to always up your game in multitasking so as to be able to “balance the boat”. For instance, you cannot have a pending report and think you won’t do it because your children have to do homework. But most importantly, it all begins from the mind; once you set your mind to do something you will do it.

I will tell you that at one moment I had so many demands but I somehow had to find ways of accomplishing everything. I was a wife, mother, daughter, and sibling yet I also had friends and a job to attend to without fail. And right now the only responsibility I relinquished is of being a daughter because my parents are now deceased. But still, I play all my current roles well. All I do is plan my time and stretch myself a little bit whenever necessary. I also pursued my Ph.D. when I was already a wife and mother.

**What is your day like regarding the scope of your responsibilities?**

My day always varies depending on my work schedule, although it has a few

constants. Now because my children are old enough and don’t need my close attention, I can go throughout the day without them calling me for their needs. I usually wake up at 6:00 am or 7:00 am, go to the office, or attend meetings if any. But one constant for me is my physical exercises, which I do five days a week. These are non-negotiable and I do them from 5:00 pm or 6:00 pm depending on how soon I get home from work. I do 30 minutes to one-hour sessions, then I cool off and go into other things.

**Given your very illustrious career, what would you say is your greatest professional success story?**

Getting my Ph.D. is my greatest professional milestone because it never left me the same career-wise. It was also very challenging for me from very many fronts but I’m very proud that I overcame all the hurdles and accomplished it in the set time. You see, unlike many other people, my Ph.D. was fixed in everything; the sponsorship was strictly four years and with a condition that I would fund any extended

time myself. Yet that time I had very many demands but I somehow pulled it off in the set time, which was a huge relief for me. The other important career milestone is my registration to the engineers’ body because it turned out a mark of professional excellence for me.

**If you were to retire today, would you feel satisfied to have made a difference?**

Yes, I would feel accomplished because I have mentored and nurtured people I can call my disciples because they can do what I do even in my absence. And it is my habit that every time I work with people I make sure they can implement what I do; so I always encourage them to do their best.

I also always prepare them to face challenges that life presents because these come to help us achieve. Because when I look back, I see that the various challenges I faced shaped me into what I am today.



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# TACKLING YOUTH unemployment in construction



BY JOHN KENNETH KAYONGO

**Y**outh unemployment in Uganda is currently the highest in Africa. Access to adequate livelihood opportunities is one of the most critical issues that youth face yet finding their first employment plays an important role in their transition to adulthood. A recent study, *Lost Opportunity? Gaps in Youth Policy and Programming in Uganda*, published by Action Aid International Uganda, put youth unemployment at 62%, although the African Development Bank says it could be as high as 83%. With the emergence of COVID-19, the situation is now alarming as most companies laid off workers in a bid to cut operational costs.

UNABCEC, through the Graduate Training Program, has employed efforts towards bridging the gap between graduates and employers in the construction industry by equipping the former with hands-on training experiences as a stepping stone into their careers.

According to Mr. Mike Serunkuuma, the Programs Manager at UNABCEC, the Program was initiated in 2019 to offer internship opportunities to final year students/fresh graduates of construction and engineering-related fields through UNABCEC member companies who are by far the best companies with the requisite reputation and experience in building and civil works. The program has seen a number of graduates placed with member companies for hands-on training, most of whom have been retained as permanent employees with others finding better employment opportunities elsewhere after the training, while the rest are still under training.

One of the beneficiaries of the pro-



**After completing Senior Six in 2014, I applied to three universities including Makerere, Kyambogo and UCU. Of course, my first choice was a Bachelor of Science in Architecture to realise my dream. Unfortunately, none of the three universities offered it to me. That is why I did not hesitate to join UCU which offered me a Bachelor of Science in Civil and Environmental Engineering (BsCEE).**

gram is, John Kenneth Kayongo, a graduate of BSc in Civil Engineering at Kyambogo University. He chatted with **Richard Kintu** about his career and how joining the program is one of the best decisions he has ever made.

As a little boy growing up at Lugoba Village in Wakiso District, my dream was to become an architect. Incidentally, I had never interacted with any architect but I was lucky that I grew up in a society of educated people who always discussed a range of careers. I loved design from childhood, so I got to learn that I could fully practice it as an architect.

My education journey began at New Era Primary School, Lugoba from where I joined Mengo Senior School and later Uganda Christian University (UCU) Mukono.

After completing Senior Six in 2014, I applied to three universities including Makerere, Kyambogo and UCU. Of course, my first choice was a Bachelor of Science in Architecture to realise my dream.

Unfortunately, none of the three universities offered it to me. That is why I did not hesitate to join UCU which offered me a Bachelor of Science in Civil and Environmental Engineering (BsCEE).

## To fresh graduates

**Being a graduate trainee is advantageous because it helps you improve your skillset so that you are marketable as an employee when you finally land that dream job. And lest I forget, if you are called for an interview please prepare well and go for it because each interview gives you unmatched confidence and knowledge.**

## Turning point

Although I settled for BsCEE, I still rued the missed opportunity to pursue architecture. However, all this changed when I joined UNABCEC's Graduate Training Program after my graduation in 2019.

I got to learn about the program through social app, LinkedIn. I then followed UNABCEC and from time to time I got messages related to opportunities in the construction industry. However, I was encouraged to apply after a former classmate notified me about the advert calling for graduates to apply for the graduate training program. Fortunately, I had been looking for a chance like that so I immediately



applied.

Around the same time, I saw an advert about Mota-Engil's SmartME program but I didn't apply for it.

In April 2021, however, I was contacted by an officer from Mota-Engil, who informed me that I was among the candidates they were considering to work with as a trainee. Surprisingly, they informed me that they had chosen my name from a list given to them by UNABCEC and asked whether I was ready to join their team. I accepted and sat interviews after which I applied to join the SmartME program.

During an online induction exercise, I got to learn the practical elements of my course, which I discovered were very related to architecture. I was now convinced that actually, I had inadvertently studied another dream course.

At induction, facilitators from UNABCEC indicated to us that they were not only offering us internship placements but were making our names available to potential employers in the Association.

This helped prepare us for the rigorous screening processes done by these companies. At Mota-Engil, for instance, I underwent an interview and did two tests as part of the screening process.



**Setting the right pace**

What I liked about this whole exercise is that it is not financially draining to the fresh graduates because you do not pay any money to join. The costs involved are usual; such as transport (personal).

But the truth is that the opportunity exposes you to the real feel of the work environment while at the same time transforming you into a modern worker who can effectively compete in the current fast-changing world of work.

For instance, currently, I am still a trainee with more to learn but I can say my confidence on the job has increased tremendously. And perhaps the most important thing is that I have been able to get more transferrable skills which have greatly improved my technical skills. I've been able to practice my computer-aided designs in a real work environment. As such, I have fully embraced my new career path after learning that it is much closer to architecture than I actually thought.

**Advice to fresh graduates**

My advice to fresh graduates is that send as many application letters out there as possible while specifically looking out for programs like these because they offer you a great support system in a country like Uganda plagued by massive youth unemployment.

Also, being a graduate trainee is advantageous because it helps you improve your skillset so that you are marketable as an employee when you finally land that dream job. And lest I forget, if you are called for an interview please prepare well and go for it because each interview gives you unmatched confidence and knowledge.

I am grateful for this program because it has taught me that life is not easy before, during, and after employment. So, build in you a person that will withstand all stresses without failing. Take care of yourself, mentally and physically. When you are taken care of, you can observe the world without bias then you learn how to dance to the tune of life. Aim for what you want in your career but seek advice and help from those that qualify to give it to you.

**Mr. Kayongo is a graduate trainee at Mota Engil under UNABCEC's graduate training program**



# THE CONSTRUCTION INDUSTRY & what lies ahead: A consulting engineer's perspective



**BY ALBERT MULOITI JUNIOR**

It is noteworthy that the growing role of technology has blurred the lines between traditional consulting engineering and technology work (i.e. software and application development).

Consulting Engineers are often as likely to be designing and developing applications (apps), prototypes, databases, and cloud platforms as they are to be engaged in project management, construction administration, load calculations or other 'traditional engineering' tasks. The distinction between an engineer and a software solution provider or cloud expert is converging, because the future requires an intimate understanding of all these.

Engineering firms acquainting themselves with the technologies of artificial intelligence, robotics, automation and the Internet of Things (IoT), to mention but a few, are poised to deliver better outcomes in the future. The local sector may frown at some of these technologies, relegating them to some distant unknown future timeline, as far as their consistent application in our environment is concerned. The same script was read during the hard copy to digital drafting and computation migration, but as was to happen in seasons of transition, some actors had to 'exit stage left'. The facts on the ground changed, consequently, these facts forged a new theory, completely indifferent to the resultant collateral damage.

Understanding how software can improve processes will be an increasingly important key skill for consulting engineers. It is a unique skill in itself. It's extremely important to understand how to use software to automate processes or iterate in ways that would typically

take a human significantly more time in a standard or traditional approach.

Internet of things (IoT) is a technology that allows us to gather data about how buildings, equipment and people behave, and it's one that consulting engineers should become more familiar with. It has quickly become a mature technology in some sectors on the

global stage, such as mining, manufacturing and healthcare.

Remote work and open source collaboration are changing the consulting philosophy, engendering some of the cutting-edge products in existence, accelerated by the paradigm shift that has taken place over the past couple of years.



Needless to mention that collaboration is the name of the game; not just amongst people and or firms, but more importantly, via blockchain technology, which has the capacity to foster a fertile environment for interaction between man and machine.

It is a fact that every engineering-related business should think of itself as a software company. Emerging technologies will eventually touch every aspect of the business. In a world where 5G and Star link will further disperse talent away from their traditional centres, consulting firms need to adopt an open-source mindset, seeking to give their clients the necessary growth.

All this might have one believe that the consulting engineering wheel is being remodelled



afresh; far from it. The pavement on which it runs is but undergoing a more efficient form of rehabilitation.

**Survive or thrive?**

The consulting engineering fraternity continues to face increasing downward pressures on consulting fees which have created a situation that threatens the profits, salaries and long-term viability of consulting engineers.

The future in this regard does not seem to bode well for consulting engineering in construction. The trend is leaning toward the type of design-build projects in which a consulting engineering firm is simply working on a fee basis for a construction company, bearing in mind that the contracting sector is not renowned for its magnanimity, the high-stakes nature of the aforementioned sector notwithstanding.

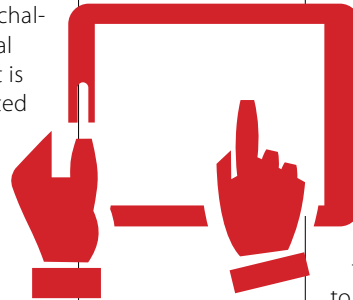
Mitigating some of these challenges may call for political action. Unfortunately, that is where engineers and related professions, consultants or otherwise, have a terrible track record.

Whereas in professions such as law it is considered normal behaviour for someone to speak up and run for political office, a politically active engineer is a rare beast, so rare that I challenge you to name only three politically active engineers off the top of your head.

The engineering fraternity is reluctant to stand up and talk about public issues. This is a natural consequence of how we produce engineers. Engineers and related professionals are carefully filtered according to their interests in science and math. That means that many of the construction industry practitioners tend to be introverts who would rather shy away from public participation. The tertiary institution curriculums and general atmosphere reinforce



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the 'don't-get-involved ethos.' Without skipping a beat, it is a given that what the tertiary institutions start, the consulting engineering profession finishes off.

The fact on the ground is that it is the politicians who decide priorities and make major decisions.

In a nutshell, without meaning to be brusque, the politicians make the decisions; then the engineers, scientists and construction industry participants fight over the table scraps and delude themselves into thinking they are making significant decisions. A tad harsh perhaps, but the facts spell otherwise, and the theory has to be changed to match or else relegate the future of consulting engineers, the engineering fraternity and

related professions to the annals of history at worst or mundane existence at best.

Engineers and related professions in the construction industry have to appreciate that everybody does not think

the same way. We tend to go for solutions. Nothing wrong there. That notwithstanding, it is quite revealing how our colleagues in the arts spend more time on the questions. Solving problems is not enough for them. As practitioners in the construction industry, is it not high time that we spend more time asking: What is the question? Our relevance in the future of this industry is reliant on the transformation by the renewal of the way we think and work in order to catch up with the 4th industrial revolution.

**Mr. Muloit is a Project Manager at Multiplan Consulting Engineers**



# CONSTRUCTION FAST

## adapting to advanced technologies



**BY ODOCH MORRIS ODRUA**

**T**he construction industry has always lagged behind other major industries in technological innovation due to its complexity and fragmentation. The many small firms specializing in different elements of the construction process slow the adoption of new technologies.

The uniqueness of most construction projects' requirements has also limited many opportunities to create the economies of scale that support investment in technologies in other industries. However, the recent advances are increasing the efficiency, flexibility, and adaptability of many emerging construction technologies making them more cost-effective for firms to adopt.

In addition, a significant and protracted skilled labour in the construction trade is also increasing the cost of conventional construction methods, making labor and time-saving technologies more attractive. These emerging construction technologies, offer construction firms a variety of benefits, ranging from reduced labor and material costs to shorter project timelines, higher product quality, and improved worker safety. In addition, technology contributes to broader economic and social benefits, such as lower building and infrastructure costs, reduced environmental impact, and longer careers for construction workers.

The architecture, engineering, and construction industry is a complex product system where each project is unique, in its own location, contract, design, timeline, budget, stakeholders, scope, and purpose in which the emerging construction technologies



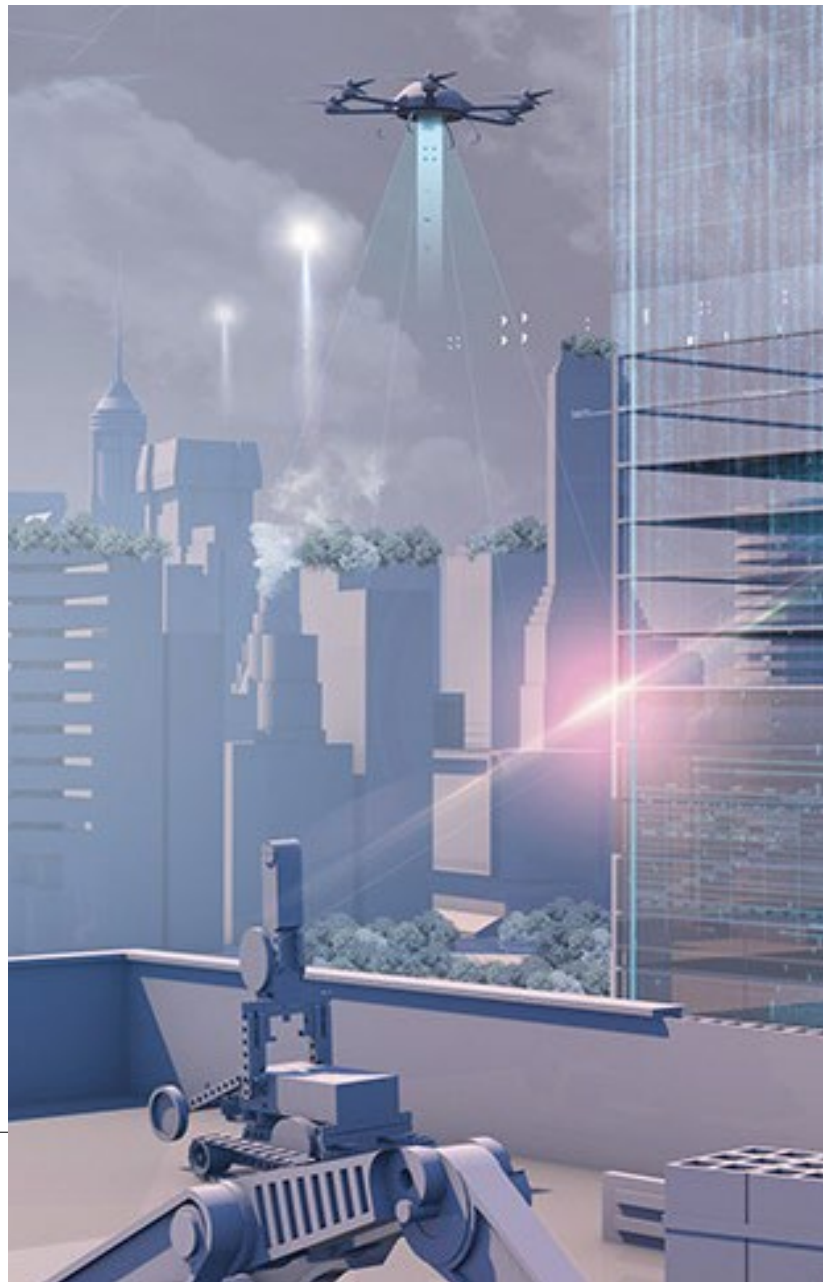
**In addition, a significant and protracted skilled labour in the construction trade is also increasing the cost of conventional construction methods, making labor and time-saving technologies more attractive.**

**For instance, using about four workers to map a large construction site might take a week, but with the use of drones, this can be achieved in less than a day and also encourage the younger generation to join construction work**

present strategic business opportunities. However, path dependency in the construction industry such as chains and building codes that remains oriented to conventional construction technologies can present a significant risk for the firms that

adopt new technologies.

It should be noted that the successful implementation of construction technology often requires substantial change on the part of the adopting firm since incompatible attitudes,



processes, capabilities, and preferences can result in inefficiency and limit the applications of the most current technologies to individual projects.

The latest advancement in construction technologies is greatly shaping the future of the construction industry through the application of modern innovative tools/software, semi-automated and automated construction equipment that enables enhancement in construction methods, and time-saving in performing complex tasks. The most recent construction technologies include I-construction and digital transformation but also modular construction, factory-built housing, geospatial technologies, Building Information Modeling/management or construction information modelling/management, robotic, autonomous construction vehicles and unmanned aerial vehicles, Augmented and virtual reality are some of the latest technologies shaping the future of the construction

industry.

### **I-Construction**

This is one of the strategies adopted by most developed countries and it utilises the maximum use of Information and Communication Technology to increase productivity in the construction industry. For instance, using about four workers to map a large construction site might take a week, but with the use of drones, this can be achieved in less than a day and also encourage the younger generation to join construction work. In countries like Japan, I-Construction has been adopted as a government policy aiming at a 20% increase in productivity at the construction site by FY 2025 through the use of ICT and other technology in all construction production processes from feasibility study, design, and construction.

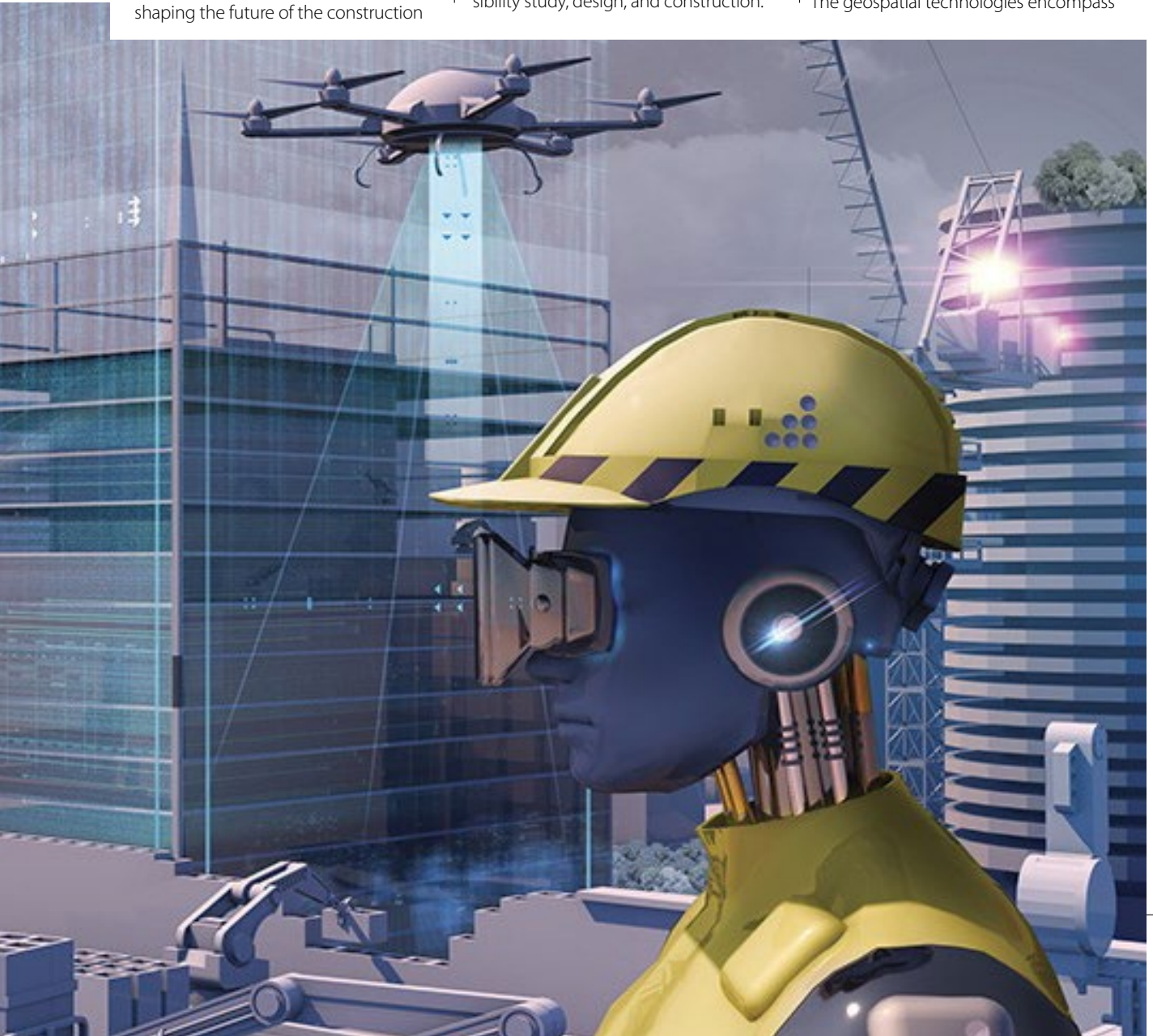
### **Modular Construction**

Modular construction uses free-standing integrated box-like modules (complete with finishes, wiring, fixtures, and fittings) that are manufactured in a factory and transported to the site for installation. It is an innovative construction delivery method utilizing off-site, lean manufacturing techniques to fabricate whole building solutions in deliverable module sections. Permanent modular construction projects can increase environmental sustainability including other benefits like reduced labor cost, bulk savings, industrialization discounts and improved quality control.

### **Geospatial Technologies**

The geospatial technologies encompass

**3-D**  
WORLDS LARGEST  
3-D PRINTED BUILDING IS IN DUBAI





the range of modern equipment used in visualization, measurement and analysis of earth's features as well as manipulating the built environment. The technologies are typically related to Global Positioning System (GPS), Geographical Information System (GIS) OR Satellite remote sensing (SRS) and the use of Geospatial system in construction projects can include multiple steps before, during and after construction.

**Additive Manufacturing**

Additive Manufacturing is a process of manufacturing objects using 3-D Model data by printing each successive layer. The additive manufacturing technologies used for construction application includes material extrusion where the material is selectively dispensed by a nozzle; material jetting where droplets of building materials are selectively deposited; binder jetting where liquid bonding agent is selectively deposited to join powder materials; and powder bed fusion where thermal energy selectively fuses the region of the powdered bed. It's important to recognize that Apis Cor, was the first company to develop specialized equipment for 3-D printing of concrete walls and used it for the 3-D printed wall structures for Dubai municipality which made Dubai municipality get considered as the world's largest 3-D printed building in 2019.

**Robotic Construction**

Robotic Construction is a branch of technology that deals with the design, construction, operation, and

**“ Unmanned Aerial vehicles (UAV), commonly known as drones, have also been applied widely in construction mainly in surveying, measuring, and volume calculations, in inspection, progress monitoring, identification of disparities, post-disaster investigation, information collection, and rescues, collecting of geospatial data used in the creation of the spatial surface models and 3-D digital BIM models, health and safety management.**

application of robots at the component, building, and infrastructure levels of construction. The off-site automation of using robots exists in the production of concrete blocks and steel components but also the diffusion of automation in on-site construction operation still exists in areas like steel welding, reinforcement manufacturing, and positioning, concrete distribution, interior finishing, faced operations, earthmoving, road maintenance and materials handling.

**Autonomous Construction vehicles**

These are construction equipment navigated, maneuvered, and operated at the construction site by computer without the need for human control or interventions under ordinary and planned conditions. Autonomous construction vehicles can perform repetitive, time-consuming tasks on a construction site with increased productivity, efficiency and safety while utilizing a range of technologies including GPS, LiDAR, sensors and software. Apart from Autonomous Construction vehicles, Unmanned Aerial vehicles (UAV), commonly known as drones, have also been applied widely in construction mainly in surveying, measuring, and volume calculations, inspection, progress monitoring, identification of disparities, post-disaster investigation, information collection, and rescues, collecting of geospatial data used in the creation of the spatial surface models and 3-D digital BIM models, health and safety management.

**Digital transformation**

The construction industry is at the threshold of large-scale business transformation centered on the use of digital technologies

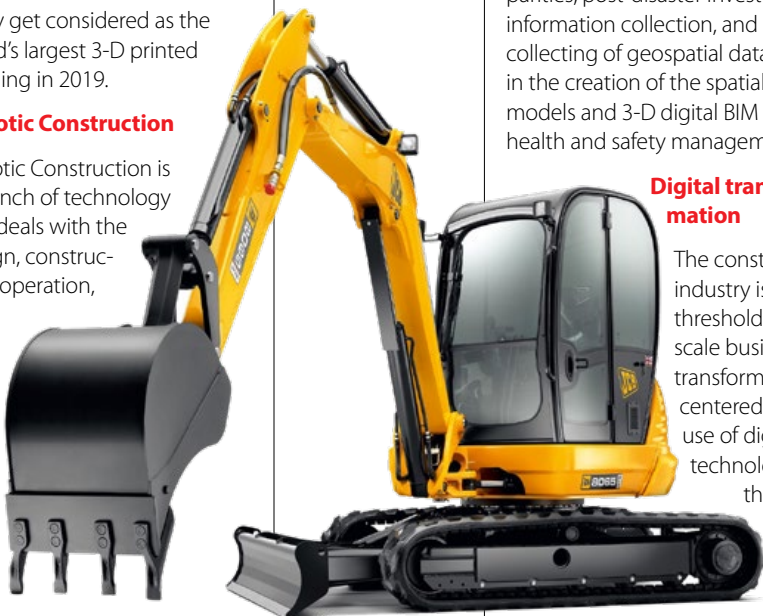
that are capable of integrated

ing the project delivery process (from design to build to operation) through technology that provides an abundance and information hence reducing the asymmetries of knowledge. Considering the advancement in the digital technologies, the stakeholders of most construction projects in developed and developing countries will start using digital technologies to interact and collaborate across all production, implementation, and operation levels, learning from data gathered by user inputs and connected technologies with the building information model being the hub of this information infrastructure.

While construction professionals globally are not necessarily ready for a significant change in construction practices, the continued advances in digital technologies have the potential to transform the construction industry. So far, Digital management systems, the internet of things (IoT), artificial intelligence, machine learning, digital twin technology, and computer versions are examples of digital technologies in advanced stages of development in the construction industry.

The extreme complexity in performing some physical works like construction through large water bodies, construction of tunnels, construction through a very deep depression/valleys, and construction of very tall structures also caused a significant influence in adopting the latest technologies. The latest technology used in immersed tunnel construction and underground tunneling, segmental construction of long-span bridge decks (cable stay, extra dose, suspension), and construction of bridge pylons require the use of sophisticated equipment like from travelers, climbing forms, and others that have been designed with the latest technologies.

**Mr. Odoch works at the Department of Bridges & Structures, Directorate of Roads & Bridges Development, Uganda National Roads Authority**



# CONTRACTORS TO PAY VAT AFTER their invoices have been cashed



BY MIKE SERUNKUUMA



June 2, 2022 is a day to remember as far as UNABCEC's policy advocacy is concerned. It is on this day that H.E Yoweri Kaguta Museveni, the President of Uganda, assented to the VAT (Amendment) Act 2022 that brings relief to contractors and other suppliers on the government of Uganda projects.

A number of UNABCEC members executing government works appealed to the Association to intervene and engage relevant parties on the Uganda Revenue Authority's requirement of remitting VAT on unpaid invoices. URA has been demanding remittance of VAT immediately after generating an e-invoice or contractors would risk incurring interest and yet in most instances, the government takes longer to pay for the work done. Government arrears to construction contractors in the road construction sector alone rose to more than Shs500 billion. This means contractors had to borrow money from banks and money lenders to pay taxes to the government, which fails gravely to meet its obligation.

Contractors reported this as an additional

**URA has been demanding remittance of VAT immediately after generating an e-invoice or contractors would risk incurring interest and yet in most instances, the government takes longer to pay for the work done.**



strain on their cash flows since it forced some of their accounts to be frozen by URA, thus running into receivership. Others failed to get Transactional Tax Clearances from the entity, denying taxpayers a chance to do business fairly.

Following members' appeals, UNABCEC weighed in and engaged relevant stakeholders including URA, Ministry of Finance, Planning and Economic Development, and Parliament. These unceasing engagements finally paid off as Section 26 of the VAT principal Act was amended to enable government providers to use the Cash Accounting method where they will remit VAT only when they have been paid. This policy change is a good initiative to free up contractors' cash flows as it will enable them to only account after the government has paid them. The new VAT (Amendment) Act 2022 took effect on July 1, 2022.

UNABCEC is the most visible organization in Uganda that actively lobbies relevant stakeholders on behalf of the industry to ensure fair and transparent practices in the construction business. All genuine construction contractors in Uganda should count on UNABCEC that provides a united voice of reason on issues affecting the construction industry.

**Mr. Serunkuuma is the Programs Manager of UNABCEC**





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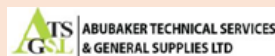
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0414 222957 or 0757 957176 or 0752 222957  
md@sumadhura.co.ug or shyam@sumadhura.co.ug  
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Stephen Otialuk



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gpkiberu@yahoo.com  
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eng.ronald2008@gmail.com  
Eng. Mugabi Ronald

# GENUINE PLAYERS IN UGANDA'S CONSTRUCTION INDUSTRY YOU CAN TRUST



## HEAAT GENERAL ENGINEERS & CONTRACTORS LTD

Agalani House, Makindye  
Opposite Military Barracks,  
P.O. Box 2885 Kampala.  
0772 328110  
heaat2005@gmail.com  
Hellen Aiko



## HEST ENGINEERS COMPANY LTD

Plot 1382 Nsambya Gaba Rd  
0772194884  
hestengineers@gmail.com  
Kikonyogo William



## KATO CONTRACTORS LIMITED

Plot 1305 Roche Close Muyenga.  
P.O. Box 29727, Kampala.  
0772 664374  
katocontractors@gmail.com  
Jackson Kato

### CLASS A-4 LOCAL CONTRACTORS

Annual contracts b/n UGX 1Bn & 5Bn



## ADAPT TECHNICAL SERVICES LTD

Plot 13, block 204 Kawempe  
P.O. Box 21064, Kampala  
0414 575437 or 0752  
754060 or 0772 708200  
rsensozi@gmail.com/olul.  
francis@gmail.com  
Ssenozi Robert or Olul  
Francis



## MILLTECH SOLUTIONS LIMITED

Plot 1615, Block 216, Old  
Kira Road, Ntinda.  
P.O. Box 40022, Kampala.  
0778339465  
milltechsolutionsltd@gmail.com  
Okiror Eric Eddy



## MUGA SERVICES LIMITED

Kireka, Kabaka's road.  
P.O. Box 13130 Kampala.  
0772 539106  
mugaservicesltd@gmail.com  
Ibanda Isaac



## NETWORLD (U) LIMITED

Kirinya – Bugolobi Road,  
Plot 6 Kira Municipality,  
Jokas Hotel Apartment  
P.O. Box 4052, Kampala  
0776360181  
networld@networld.co.ug  
Nyakahuma Allan Paul



## TECHNICAL MASTERS LIMITED

Ntinda Kigoowa road. Plot  
582, opposite Power Trust  
Solar  
0772 700206  
tml@technicalmasters.co.ug  
Mwanja Joseph



## ANJANA PROJECTS LTD

Plot M675 UMA Show-  
grounds Lugogo Kampala  
P.O. Box 29000, Kampala  
0750 400818  
anjanaprojects2027@gmail.com  
Ramalakshmaiah Kiruma-  
milla



## AWICO ENGINEERING COMPANY LTD

Plot 26 Oyuku Jackson Road,  
Railways Word  
P.O. Box 339, Lira Municipality  
0392 001193 or 0772 377134  
awicoengineeringltd@yahoo.com  
www.awicoengineering.com  
Olel Derrick

## BANA ENTERPRISES LIMITED

Muganzirwazza Commercial  
Complex Kibuye  
P.O. Box 71790, Kampala  
0700 977070  
banaenterb@gmail.com  
Balaba David



## BERU INVESTMENTS (U) LIMITED

Kasokoso Road Kireka  
P.O. Box 73293, Kampala  
0772 853571 or 0701  
853377  
beruinvestments@gmail.com  
Rwebiraro Benson



## BMCE SERVICES LTD

Plot 1420 Block 216, Wa-  
mala Rd, Bute Ntinda  
P.O. Box 70422, Kampala  
0776 337674  
bmceservices@gmail.com  
Brian S. Musumba



## BMP ENGINEERING SERVICES LTD

Plot 47 Nakasero Hill Road  
P.O. Box 8054, Kampala  
0414231542 or +256  
776464078  
bmp.engineeringservices@gmail.com  
Mukonyezi Francis Odur



## BOLT CONSTRUCTION COMPANY LTD

Cynthia house Kawuku, Ki-  
subi Entebbe Road  
P.O. Box 10462, Kampala  
Uganda  
0772 466390  
a\_mukiibi@hotmail.com  
Mukiibi Andrew



## BUILD BASE ASSOCIATES (U) LTD

Plot 724/5 Theta building –  
Mawanda road  
0772 609863 or 0772  
186595  
buildbase2011@live.com  
Asaba Stephen Irumba



## CAPITAL LOGISTICS & CONSTRUCTION LTD

Plot 9/10 Chwa 2 Close,  
Mbuya Hill  
P.O. Box 22251, Kampala –  
Uganda  
0782772015 or 0772720777  
capitallogistics.co.ug@gmail.com or  
info@capitallogistics.co.ug  
James Yefeho

## CK ASSOCIATES LIMITED

Acacia Business Centre, 1st  
Floor (LG Building)  
Plot 1-3 Spring Road Bu-  
golobi  
P.O. Box 6683 Kampala.  
0393 206405 or 0772  
602265  
mail@ckassociatesug.net  
Charles Batanudde Kironde



# GENUINE PLAYERS IN UGANDA'S CONSTRUCTION INDUSTRY YOU CAN TRUST

## **CMD INVESTMENTS LIMITED**

Plot 28, Kimeria road, Ntinda.  
P.O. Box 8141, Kampala  
0414 697448 or 0704  
495658  
cmd.consults@yahoo.com  
Sebyala Moses Kiwanuka

## **Crystal Consult**

### **CRYSTAL CONSULT (U) LIMITED**

Plot 568 Rubaga road.  
P.O. Box 3131 Kampala.  
0414 271170 or 0775  
660746  
sales@crystalconsultgroup.com  
www.crystalconsultgroup.com  
Bbale Robert



### **DANSEM CONSTRUCTION COMPANY LTD**

Plot 163 Ntinda-Naalya road, Mt. Olive building.  
P.O. Box 29552 Kampala  
0701 510877  
dansem ltd@gmail.com  
Wadda Fred

### **DEHA INVESITEES LTD**

Kyambogo Road – National Council  
P.O. Box 101150 Kampala  
0772 068523  
dehainvesiteesltd@gmail.com  
Mutebi Hamuza



### **DOXA ENGINEERING (U) LTD**

P.O. Box 2577, Kampala - Uganda  
0777 615952 or 0702  
234159  
andrew.doxa@yahoo.com  
or doxa.engineering@yahoo.com  
Agaba Andrew



### **DYNACO LTD**

Plot 251 Kyebando-Kisalo-salo road, Bukoto  
0772 630834 or 0414  
691834  
dynacolimited@gmail.com  
Eng. Jonathan Tugume

### **EARLS ASSOCIATES LTD**

Plot 400 Balintuma Road, Kampala  
P.O. Box 9894 Kampala  
0705 559748  
earlssassociatesltd@gmail.com  
Arthur Akwebembeize

### **EMPA ASSOCIATES LTD**

Plot 439 Kyadondo Rd, Kansanga, Kampala  
P.O. Box 102516, Kampala - Uganda  
0393 239115 or 0772  
411355  
empaassociates@gmail.com  
or emwodujude@gmail.com  
Emwodu Jude



### **ENVE ENGINEERING CONSULTS UG LTD**

Church Rd off Kyaliwajjala – Kira Rd  
P.O. Box 7329, Kampala - Uganda  
0394 854329 or  
0770 953971  
enveengineeringconsultsugltd@gmail.com  
or info@enveengineeringconsultsug.org  
Oita Charles



### **FLEXIHOME LIMITED**

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



### **GAT CONSULTS LIMITED.**

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



### **GLOBAL 21ST ENGINEERING LTD**

Plot 2 Colville Street, Shumuk House, Kampala  
0706 094949  
global21stengineering@gmail.com  
or mugenyi-henry@gmail.com  
Mugenyi Henry



### **HEBRON INVESTMENTS LTD.**

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



### **ISB CONSULT LTD**

Namasuba Pala Zone  
P.O. Box 5293, Kampala  
+256 784780533  
isb.consult.ltd@gmail.com  
Ivan Ssewankambo



### **HOME BUILDERS LTD**

Plot 640, block 195 Kyanja - Gayazard  
0414 389122 or 0752  
667123  
homebuilders\_hbl@yahoo.com  
or aloysius.lubowa@hbl.co.ug  
Aloysius G. Lubowa



### **JINAKO ENGINEERING WORKS LTD**

Duka Road, K.K.T Center, Block A, Rm A008  
P.O. Box 85, Arua  
0393242924  
management@jinako.co.ug  
www.jinako.co.ug  
Omia Mudasir Obiga

### **KALEETA CONSTRUCTION LIMITED**

Plot 178 Block 4, Nume Zone  
P.O. Box 1138 Kitovu, Masaka.  
07038 63983 or  
07017 63249  
kaleetaconstruction@yahoo.com  
Denis Mulindwa or  
Matovu Paul

### **KENVIN COMPANY LTD**

Plot 8/10 Kampala road.  
Uganda House Building,  
Third floor.  
0772 594960 or 0782  
604047  
kenvinuganda@gmail.com  
Nayabarema Vincent or  
Ahabwe Keneth



### **MADIKA GENERAL SERVICES LTD**

Papa Paul Road, 103237  
Kampala, Rubaga Division  
North  
P.O. Box 103237, Kampala  
0393242043 or 0772322246  
madignltd@gmail.com  
or matovualoys@gmail.com  
Matovu Aloysius

### **MASON CONSULT LTD**

Bweyogerere, Kito Zone  
P.O. Box 37322, Kampala  
0772 392817  
iedimu@masonconsult.co.ug  
Edimu Ivan

### MEJARUDA ENTERPRISES COMPANY LTD

Rwenzori School of Nursing Building  
Plot 123-129 Kabarole Road  
0772337176/0702693995/0702463339  
mejarudaenterprisecoltd@gmail.com  
Mulhumbira David



### MOHA CONSTRUCTION LTD

Kinawataka Road near Namboole Stadium  
P.O Box 35853, Kampala  
0759736444 or 0772753851  
mohaconstructionltd@gmail.com  
Kitaka Mohammed



### PIERA HOUSE ENTERPRISES

Plot 5 Lapor, Moyo road – Moyo District  
0772845017 or 0779572019  
drichilerobert@gmail.com  
Drichi Robert



### PRAND ENGINEERING LTD

Plot 17 Ntinda Avenue, Minister's Village Ntinda  
P.O Box 25728 Kampala  
0392 177897 or 0703331129  
info@prandengineering.com or kabondo@prandengineering.com  
Kabondo Arthur



### PROVIDE INTERNATIONAL LIMITED

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

### ROSANAH INVESTMENTS LTD

Kireka – Jinja Road Lico Holdings Building  
P.O Box 101126 Kampala  
0704912244  
rosanahinvestment@gmail.com  
Kagulire Nathan



### REDDY'S BOREHOLE & TECHNICAL SERVICES LTD

Kawempe, Kalerwe – Tula Rd  
P.O Box 10940 Kampala  
0755 234234 or 0776 234234  
rbsltd.ug@gmail.com  
Marapareddy Gari Udaya Bhaskar Reddy



### ROYAL TRANSIT LTD

Plot 22 Kisota Road Kisasi  
0772 361904  
royaltransit0@gmail.com  
Mukonyezi Tadeo



### ROVA CONSTRUCTION COMPANY LIMITED

Plot 4614, Valley View Lane, Kyanja – Kampala  
P.O Box 33679, Kampala  
0774 983365  
info@rovaconstruction.com  
Apondo Ronald

### RUBRIMA AFRICA LTD

P.O Box 1023, Kyenjojo  
0772 186595  
rubrimaafrcaltd@gmail.com  
Joshua Ategeka



### SANITATION AFRICA LTD

Plot 1 Lourdel Road, Floor 6 Nakasero  
P.O Box 22499, Kampala  
0756782657  
smalinga@sanitationafrica.com  
Samuel Malinga



### SANIX TECHNOLOGIES LIMITED

House No. 16, Charles Lwanga Road, Ministers Village – Ntinda  
P.O Box 70287, Kampala  
0782728994 or 0787552279  
info@sanixtechnologies.co.ug  
Nicholas Mwesigye

### SANY VENTURES LIMITED

Ntinda – Kisasi Road  
P.O Box 6624, Kampala  
0705871628  
niwandy@gmail.com  
Niwamanya Andrew



### SHEPHERDS SERVICES (U) LIMITED

UMA Showgrounds, VIMTO building, room 2.  
P.O Box 1132 Kampala  
0772/0712457348  
shepherdsservices@gmail.com  
Nicholas Masete



### SPRINKTECH LIMITED

Plot 6D 7th Street Industrial Area, Unit 9 & 10 Penn Station  
P.O Box 103460 Kampala  
0393 240 788 or 0779 923702 or 0776 018705  
info@sprinktechug.com or pidson@sprinktechug.com or jm@sprinktechug.com  
Abaho Pidson or Javan Mukundane  
www.sprinktechug.com



### STRUCON LIMITED

Plot 26 Kimera Close Naguru  
P.O Box 6337, Kampala  
0392 419598 or 0780 228035  
struconlimited@gmail.com or p.aikoa@yahoo.com  
Eng. Patrick Aikoa

### TRADINT LTD

Plot 828 MakerereKavule - Bombo Road  
P.O Box 7408, Kampala  
+256 784491660  
tradint2001@gmail.com or katoloogo@gmail.com  
Katoloogo Charles Robert

### WANGI GENERAL ENTERPRISES LIMITED

MainStreet Plot 99, Tororo – Jinja Highway  
P.O. Box 47, Bugiri.  
0772 324476 or 0702 324476  
wangigeorge@yahoo.com  
Wangira George



### WAKO CONSTRUCTION LIMITED

Plot 36/F Katalamwa, Mpererwe – Gayaza road.  
P.O Box 40338, Kampala  
0779 769222  
akorobs@yahoo.com  
Akona Robert



### WIM SERVICES LIMITED

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



### W. WATER WORKS LIMITED

Plot 170 6th Street Industrial Area, Kampala  
P.O. Box 29589, Kampala.  
0393 239480 or 0777 183369  
wwaterworksug@gmail.com  
Water Cucu



# GENUINE PLAYERS IN UGANDA'S CONSTRUCTION INDUSTRY YOU CAN TRUST

## CLASS A-5 LOCAL CONTRACTORS Annual contracts below UGX 1Bn

### ABOYE TECHNOLOGIES LIMITED

Angwee South, Abim Town Council – Abim District  
0772845735 or 0751845735 or 0774666322  
aboyetechnologies1@gmail.com  
Eng. Oyoo Eliseo

### BAKHIT BUILDERS LTD

Plot 49B, Arua - Pakwach Road. P.O Box 679 Arua  
0772374727  
owachgiu2011@yahoo.com or owachgiu2015@gmail.com  
Owachigi Abdurahman



### BYGRACE CONSTRUCTION & GENERAL ENTERPRISES (U) LTD

Kirombe North 'A' Adyel Division, Gulu Municipality  
P.O Box 902, Gulu  
0782 612047  
acimajbv@gmail.com or acimajbygrace@gmail.com  
Kana John Bosco

### CHAMIL INTERNATIONAL LTD

Kagadi Town Council, Kibaale District  
P.O Box 97, Kagadi  
0782587222 or 0782513085  
chamilinternationaltd@gmail.com  
Kagwa Milton



### CME ENTERPRISES LIMITED

Plot 1 Akabwai Road Lira, Weitejok Lane.  
P.O Box 948 Lira  
0772446135  
enterprises.cme2000@gmail.com  
Eng. Ojilong Charles



### AL-MUBARAK CONTRACTING LTD

Plot 1021 Bweyogerere - Kirinya road  
0704 603198  
almubarakcontractingltd@gmail.com or otwanejesse@yahoo.com  
Jesse Otwane

### CRANE ALUMINIUM & CONSTRUCTION LIMITED

Nakawa Opposite Cooper Motors, Kampala.  
P.O Box 70667  
0772 612848  
cranealumi@gmail.com  
Steven Kidasa



### CRISP CONTRACTORS LTD

Plot 57 Bandalali 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

Design & Construction of Sustainable Infrastructure  
Plot 2602, Block 216 Ntinda-Kulambiro Road  
0752636110 or 0754535204 or 0392002613  
dacosi2010@gmail.com or kishaija.pk@gmail.com  
Paul Kishaija

### DADASA SERVICES LIMITED

Plot 32 Hobert Street, Masaka City  
P.O Box 5056 Kampala  
0777378841 or 0755402484  
highfahad2000@gmail.com  
Mubiru Fahad



### ETABCO PANAFRICA LIMITED

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

### EXPONENTIAL VENTURES LTD

Plot 1088 Kozi House – Ntinda Kiwatule Road opposite Total Kiwatule Road +256 772601658 or 0706 898178  
admin@exponential.ug  
Douglas Ndyagumanawe



### FRIENDSHIP (U) LTD

P.O Box 57 Gulu  
0779937284  
friendship.charles4@gmail.com  
Okidi Charles



### HENRITAH INVESTMENTS (U) LIMITED

Quality, Efficient, Economic Solutions

### HENRITAH INVESTMENTS (U) LTD

Bukeerere Parish, Goma Division, Mukono Municipality  
P.O Box 2207, Kampala  
0772 971688 or 0758 287097  
mugagahb@gmail.com  
Mugagga Henry Bukunya

### FULL DOSE ENGINEERING LTD

Aliker Road, Gulu Municipality  
P.O Box 721 Gulu  
0782172689  
fudel2012@gmail.com  
Kidega Michael Wilberforce



### HEAVY INVESTMENT LIMITED

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

### INTERBUILD TECHNICAL SERVICES LTD

Plot 105, Mainstreet, Iganga Municipal Council  
P.O Box 539, Iganga  
0772 500859  
fmusenero@gmail.com  
Musenero Fredrick

### JAMI CONSTRUCTION COMPANY LTD

Plot 954 Kintu Road, Kintale.  
P.O Box 2359, Kampala  
0772494329  
jmwedde@yahoo.com  
Can. Eng. Jonathan Mwedde



### JIT MAT UGANDA LTD

Plot 11, Salimbey Road, Ntinda - Kampala  
P.O Box 505, Mbarara  
0705095355 or 0774229682  
mollerdavid17@gmail.com  
Moller David



### JIT PROJECTS LTD

Garage Street Kabale Municipality  
P.O Box 306, Kabale  
0775139493 or 0702849290  
jitprojectsLtd@gmail.com  
Turihohabwe James



### **KAVCON (U) LTD**

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

### **KEMI UGANDA LTD**

Plot 65 Yusuf Lule Road,  
P.O Box 27258 Kampala  
0772 622850  
jeffers72stj@gmail.com or  
kemiugandalimited@gmail.  
com  
Tumusiime Stephen

### **KRUT SUPPLIES AND LOGISTICS LIMITED**

P.O Box 57 Arua  
0706176221 or 0781598895  
krutsupplies@gmail.com  
Karungi E. Mpoza

### **KARUKANA ENTERPRISES LIMITED**

P.O Box 71 Kagadi.  
0772 367240  
ekarukana@yahoo.com  
Karungi E. Mpoza

### **KRA KONSTRUCTION LTD**

Plot 925, Mambusi Building,  
Bukoto Kira Road Next to  
Kenjoy Supermarket  
+256 702565026 or  
0777062787  
krakonstructionltd@gmail.  
com  
Kasiryee Nasif Nalumoso

### **LEGEND CONSULTANCY (U) LTD**

Plot 1 Millie Lane, Ministers  
village, Ntinda.  
P.O. Box 24644, Kampala  
0712354299 or 0704354299  
or 0782377873  
legend.ug@gmail.com  
Gerald Tumwine



### **LUPAI INVESTMENTS LIMITED**

Entebbe Road, RIOS Bar  
Building Opposite Lweza  
Clays After The Tamales  
0393194352 or 0774506094  
info@lupaiinvestments.com  
or alphyatya@gmail.com  
Alphat Fadal Karim



### **MALT (U) LTD**

Plot 1547 Block29 100m off  
Mawanda Road Kawempe  
Division  
P.O.Box 21058 Kampala –  
Uganda  
0701-661293  
malt\_u\_ltd@yahoo.co.uk  
Alice Bongyeirwe

### **MBAFAKOKI PRODUCE ENTERPRISES LTD**

P.O Box 4 KaruguzaKibaale  
0751295530  
semgeofrey@gmail.com  
Zziwa Joseph

### **MBASA INVESTMENTS (U) LTD**

P.O Box 38 Kagadi District  
0392 961988  
bankulizeabwooli@gmail.  
com  
Bankulizee Zakalia



### **MOLECULE INVESTMENT (U) LTD**

P.O Box 1667, Lubiri ring  
road  
0772 680420  
ndiwalanapeter@gmail.com  
Ndiwalana Peter

### **MONVI LOGISTICS LTD**

Kawempe – Kampala Dis-  
trict  
P.O Box 25367, Kampala  
+256 782874185  
monvilogistics@gmail.com  
Monday Moses



### **PERFECT MULTIPLE ENGI- NEERING & CONSULTANCY SERVICES (U) LTD**

Namanve Industrial Park,  
plot 2420 Jinja road  
0776 744885  
sales@pmecs.co.ug  
Nkooka James



### **RAPID CIVIL CONTRAC- TORS & FABRICATORS LTD**

Kireka Town, Namugongo  
Division After Jesa Milk  
Depot, Kira Municipality,  
Wakiso District  
0703817576 or 0782699194  
rapidccf@gmail.com or al-  
fredonyang@gmail.com  
Onyang Alfred  
www.rccf.co.ug

### **R.B MUBIRU SERVICES**

Plot 32 Hobert Street, Ma-  
saka City  
P.O Box 66 Masaka  
0754367511  
husna1966@gmail.com  
Kibuuka Saidi Mubiru



### **REENBOOG CONSTRU- TION SERVICES LTD**

Buziga  
P.O Box 35879, Kampala  
0759653705  
reenboogconstruction@  
gmail.com  
Mariam Namiya



### **Rim Njee Builders Ltd.**

Building Contractors & Civil Engineering Services  
**RIM – NJEE BUILDERS LTD**  
Bunyonyi Drive, Kataza –  
Bugolobi, Kampala  
P.O Box 4301, Kampala  
0772500830 or 0752515518  
rimnjeebuilders@yahoo.  
com  
Njenga James

### **SASALI CONTRACTORS LTD**

P.O Box 14 Kagadi District  
0772333783  
mugisaeddy2002@gmail.  
com or mugisapedrofred@  
gmail.com  
Mugisa Edward

### **SHAPAM HOLDINGS LTD**

P.O Box 38 Kagadi District  
0785 534098  
birungiteddy2020@gmail.  
com  
Birungi Teddy

### **SEMWO CONSTRUCTION COMPANY LTD**

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



### **SMART FLOORS LTD**

Plot 1818 Tank Hill Road,  
Muyenga  
P.O Box 96, Kampala  
+256 772403828  
info@smartfloorsafrika.com  
Silas Katonyera



### **S-M CATHAN PROPERTY CONSULT**

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



### **SKYLIGHT GENERAL SERVICES LIMITED**

Hoima Road, Kyoga – Na-  
musera Next to Hass Petro  
Station.  
P.O Box 4325Wakiso Uganda  
0783303748 or 0704 142280  
skylightgeneral@yahoo.com  
or wanemaleo@yahoo.com  
Wanema Leo



### **SOCETE ECO HOLDINGS LTD**

Martyrs Way Road, Queen  
Maxima Rd Ministers Village.  
P.O Box 72725 Ntinda, Kam-  
pala  
0782 842333 or 0777  
228585  
secretariat@soceteeco.co or  
pdg.ouattara@soceteeco.co  
Mapasi Ouattara Mohamed



# GENUINE PLAYERS IN UGANDA'S CONSTRUCTION INDUSTRY YOU CAN TRUST

## STANDARD SIGNS CONTRACTORS LTD

Plot 2065, Kasokoso Rd, Kireka.  
P.O Box 23545, Kampala  
0393 264340 or 0772 611816 or 0703976303  
mail@standardsigns.co.ug  
or geoffreyomara@gmail.com  
Omara Geoffrey or Ajok Proscovia



## TEDMACK ENG WORKS LTD

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

## WINLINK TECHNOLOGIES LTD

Kagadi North, Kagadi Town Council.  
P.O Box 102, Kagadi  
0774117454  
winlinktechnologies86@gmail.com  
Makumbi Moses

## WINRAR SERVICES LTD

Akamwesi Building, Nakawa.  
P.O Box 1328, Kampala  
0777202340 or 0393242805  
winrarconstructionser-  
vices@gmail.com  
Mugerwa Raymond



## ZILLON INVESTMENTS LTD

Kabowa (church zone)  
Gwekolobodde Close  
P.O Box 4301, Kampala  
0772 841600  
zilloninvestments@gmail.com  
Muwonge Robert Kyazze

## ZOPAH UGANDA LTD

Kireka Kamuli Road oppo-  
site Fairway primary school  
0776754088  
zopahug@gmail.com  
Ntege Gonzaga

## CLASS B-1

### MANUFACTURERS OF CONSTRUCTION MATERIALS



## KAMPALA CEMENT COMPANY LTD

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



## KANSAI PLASCON UGANDA LIMITED

Plot 28 Kyaggwe, Block 112,  
Kolo, Mukono.  
0414 342070/1 or  
0200529801/4 or  
0752868139  
info@kansaiplascon.co.ug  
www.kansaiplascon.co.ug  
Kato Moses



## MULTIPLE INDUSTRIES LTD

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



## STEEL AND TUBE INDUSTRIES LTD

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

## 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



## AFRICA ROAD FURNITURE LTD

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



## CONPRO LIMITED

Kijibijo, Gayaza – Kalagi Rd  
P.O. Box 22173 Kampala  
0752470057 or 0772789721  
rsereko@gmail.com or rn-  
sereko@kardsinvest.biz  
Robert Nsereko



## DAVIS & SHIRLIFF INTERNATIONAL LTD

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

重汽乌干达



## DOUBLE Q CO. LTD

Kasumba Square Busega,  
Kampala  
0757052515  
qquganda.jack@gmail.com  
www.doubleq.co.ug  
Jack Wang



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Plot 28, showroom 4, Pio-  
neer House, Jinja road.  
+256 709160528  
sales@gpe.co.ug  
www.gpe.co.ke  
Amit Sherma



## MANTRAC UGANDA LIMITED

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



## NILETRAC UGANDA LIMITED

Plot M424 Factory road  
- Henley business park,  
Ntinda Industrial area  
0414505777 or 0701 029855  
sd@niletrac.com  
Ali Mohamed or Samuel  
Kanagwa



**NSI WATER LIMITED**

7th Street Industrial Area  
Penn station Building, Suite  
11 & 12  
P.O Box 73500, Kampala  
Uganda  
0394802101 or 0776832120  
info@nsiwaterug.com  
amen@nsiwaterug.com  
Amen Bulwadda



**VICTORIA EQUIPMENT LIMITED**

Plot 105B/106, 5th Street –  
Industrial Area.  
0414256025  
vicequip@victoriaequip-  
ment.co.ug  
Raymond Kyazze



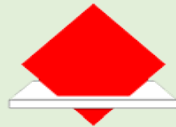
**PRAYOSHA ENTERPRISES LIMITED**

Plot No. 642, Block 33, Off  
Mutundwe road, Nalu-  
kolongo Industrial Area.  
P.O Box 12452 Kampala,  
Uganda.  
+256414273461  
info@prayoshaent.com  
Ramji Swaminarayan



**TERRAIN PLANT LIMITED**

Plot 93, Lweza, Entebbe  
Next to Mildmay Hospital  
P.O Box 23132 Kampala,  
Uganda.  
+256 393260086 or +256  
772200951  
sales@terrainplant.com  
Steven Kisekka



**TILE CENTRE LTD**

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



**CLASS C-1**

**ELECTRICAL & MECHANICAL CONTRACTORS**

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**ELECTRONIC NETWORK SERVICES LIMITED**

Plot 818 Tufnell Drive Kam-  
pla  
0392 897744 or 0782  
422653  
info@e-networkservices.  
com or abdul.kawuulu@e-  
networkservices.com  
Kawuulu Abdul Mwanje



**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 LC I – Nateete,  
Rubaga Division  
P.O Box 12414, Kampala  
0773429419  
rontechgroup@yahoo.com  
info@rontechgroup.com  
Kibuuka Charles

**CLASS C-2**

**ELECTRICAL & MECHANICAL CONTRACTORS**

Annual contracts below 1Bn



**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 Kiwatule Road  
0776153606  
tomndawula@gmail.com  
Mwebaze Emmanuel or  
Tom Ndawula



**TRANSTEL LIMITED**

Plot 4, Muwesi Road, Bu-  
golobi Industrial Area.  
P.O Box 27790, Kampala  
0754712345 / 0752777799  
amar@transtel.co.ug /  
paul@transtel.co.ug  
Amar M. Thakrar / Paul C.  
Kokeyo





## CLASS D-1

### INTERNATIONAL ASSOCIATE MEMBERS



#### MUA INSURANCE UGANDA LIMITED

Redstone House, 3rd Floor,  
Plot 7 Bandali Rise, Bugolobi  
0414349659 or 0200411300  
infoug@phoenix-assurance.  
com or infoug@mua.co.ug  
Mukasa Latimar



#### FREIGHT IN TIME (U) LIMITED

Plot 20 Old Portbell Road  
P.O Box 70942, Clock Tower,  
Kampala - Uganda  
+256 414223999  
commercialmanager.ug@  
freight-in-time.com  
www.freightintime.co.ug  
Lucanus Angwenyi

## CLASS D-2

### LOCAL ASSOCIATE MEMBERS



#### ANGUALIA BUSIKU & CO. ADVOCATES

Plot 4 – 5 Nyabong Road,  
Suite 402 Floor BMK House  
next to Hotel Africana  
P.O Box 27689, Kampala  
0774477656  
dangualia@yahoo.com or  
angualia@lawyers-uganda.  
com  
Angualia Daniel



#### Cairo Bank Uganda

#### CAIRO BANK UGANDA LIMITED

Plot 16 Mackinnon Rd, Na-  
kasero – Lotis Towers.  
P.O Box 7052 Kampala  
0800 211025 or 0776  
110456  
feedback@cbu.co.ug or  
christine.birungi@cbu.co.ug  
Birungi Christine



#### MULTILINES INTERNATIONAL LIMITED

Plot 3 – 5 Portbell Road,  
Nakawa Business Park, 2nd  
Floor Block A  
P.O Box 70562 Kampala –  
Uganda.  
+256 414 253892 or 0772  
200031  
multilines@multilinesint.  
com or gerald.mukyenga@  
multilinesint.com  
Gerald Mukyenga



#### PAX INSURANCE COMPANY LIMITED

Plot 3 Colville Street next to  
Christ the King  
P.O Box 7030, Kampala  
+256414233096/89 or  
+256312266163  
info@paxinsurance.co.ug  
John Ssempeera



#### SMART COMPLIANCE LIMITED

Ntinda Shopping Centre,  
Third Floor, Room E13  
P.O Box 1071 Kampala –  
Uganda.  
+256788 300001  
info@smartcompliancelim-  
ited.com  
www.smartcompliancelim-  
ited.com  
BBaale Francis



#### STATEWIDE INSURANCE CO. LTD

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



#### UGANDA DEVELOPMENT BANK LIMITED

Plot 6 Nakasero Rd, Rwen-  
zori Towers, 1st Floor, Wing  
B, Kampala  
P.O Box 7210 Kampala –  
Uganda.  
+256772 648300 or  
0783785135  
info@udbl.co.ug or jotto@  
udbl.co.ug  
James Otto



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