

THE



# CONTRACTOR



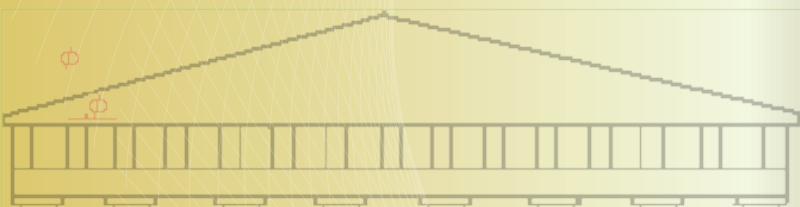
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$F_{n+3} = F_{n+2} + F_{n+1} = 3 \cdot F_{n+1} + 2 \cdot F_n$



## 20 YEARS OF UNABCEC: ...THE ROAD AHEAD.



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



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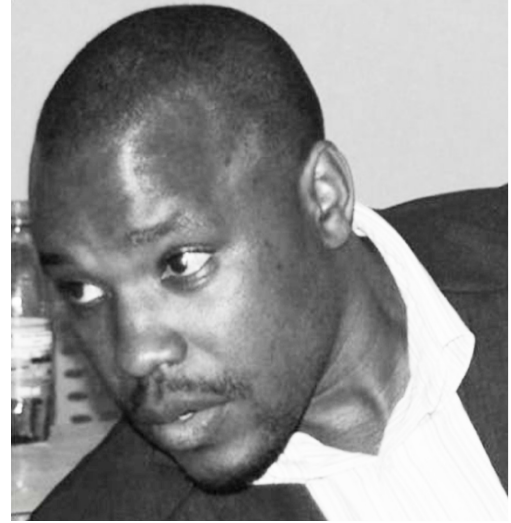
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# EDITORIAL



There's an old construction narrative which says that all you need to be a start-up contractor is a pickup truck, a hard hat, a box of tools, a cast-iron stomach, a forgiving wife and a bad temper. To start-up *The Contractor* required pickup lines, strong hearts, a lot of in-boxing, cast-iron hands, a group of forgiving editors and the coolest of tempers.

## Welcome to the first issue of *The Contractor*.

Defining a construction contractor has, throughout the ages, always been tricky. Defining *The Contractor* has not been any easier. We still have not decided on whether this is a newsletter or a magazine but the one thing we can guarantee is that it will bring you the latest news and information about the construction industry and UNABCEC's progress. The Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) has always promised to be the voice of contractors in the country. *The Contractor* is now one of the mouthpieces that will appear four times a year.

Construction is interesting and exciting. It is one of those businesses where results of your work literally rise from a hole in the ground to a solid, permanent feature of the landscape – turning a vicinity into a place and creating spaces within that place. It's a very tough and unforgiving business but the great sense of accomplishment you feel on completion of a project that will influence a people's way of life and the way they look at their environment is worth the hassle.

It's the same feeling the team that worked on *The Contractor* must be having. I congratulate the people at The Engine and Readers Café Africa for the good work done, having participated tirelessly and cheerfully towards publishing *The Contractor*. The foundation of this magazine – a voice for the construction industry in Uganda – has been in UNABCEC's plans for almost a decade. The current management deserves applause for having helped make it a reality in their first few months at the association.

The construction industry remains a mystery to many. And contractors are still the least trusted group in this industry – always treated with a tinge of suspicion. Most contractors have done quite well in proving the suspicion – further tainting the industry. It is our sincere hope and intention that *The Contractor* will significantly contribute to the development of the local construction industry and its demystification.

Aaron Ahikiriza.

# Chairman's Word



**M**ay I take this pleasure in welcoming you, to this Inaugural copy of 'The Contractor' Magazine, a newly born quarterly publication of UNABCEC, the voice of the construction Industry in Uganda.

20 years is a long time for an organization to exist and the fact that the Organization which was ambitiously revived in the early 90's by a few daring contractors, that had braved it through difficult times, to remain in business, is true testament to human resilience, in spite of adversity.

At the re-launch event in which a new Logo was unveiled, the aim was not only about a new face but about modernizing the association activities to keep up with the current trends. As Uganda develops in to a more sophisticated economy, the nature and complexity of construction projects changes. The demand for high quality, in time and at economic costs, puts strain on contractors, and they must evolve with the times if they are to remain in business.

As we begin the journey into the next twenty years, it is my hope that this magazine will continue to guide, counsel and act as the apex platform in which the construction industry can communicate with all involved stakeholders. That my dear readers, begins with YOU.

Happy reading.

A handwritten signature in black ink, appearing to read 'Jonathan Namugowa Wanzira'. The signature is stylized and includes a large, dark, circular flourish at the end.

Jonathan Namugowa Wanzira  
CHAIRMAN OF THE BOARD



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**SUMMARY OF KEY PRIVATE SECTOR PROPOSALS FOR CONSIDERATIONS  
FOR 2014/15 FY BUDGET**

**Presented to**

**HON. MARIA KIWANUKA  
MINISTER OF FINANCE PLANNING & ECONOMIC DEVELOPMENT**

---

**By**

**JONATHAN NAMUGOWA WANZIRA  
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**CHAIRMAN**

**THE UGANDA NATIONAL ASSOCIATION OF BUILDING AND CIVIL ENGINEERING  
CONTRCATORS (UNABCEC).**

**MAY 2014**

# A UNABCEC PRESENTATION TO MINISTER OF FINANCE PLANNING & ECONOMIC DEVELOPMENT

## Summary of priority Issues

1. Acceptance of insurance bonds in lieu of bank Guarantees
2. Lack of Work opportunities for local Contractors
3. Credit to Construction Sector
4. Lack of modern Equipment
5. Delayed payments
6. UCICO Bill 2012

## A. Introduction

### Proposed direction of the Budget:

The Private Sector proposals to the Government highlight how the sector can be supported so that it can effectively mobilize domestic resources, harness productivity, create wealth and spur economic growth. Due consideration should therefore be given to the proposals of the business community in the National Budget formulation processes especially given that their proposals highlight issues which can enable the Private Sector to contribute more to growth of the economy. In FY 2014/15, Private Sector would therefore request Government to focus on the following areas;

- i. **Reducing the high cost of doing business thereby contributing to the Competitiveness of the Private Sector.**
- ii. **Stimulate and cause increase in the disposable income so as to create local effective demand so as to enhance creation of wealth.**
- iii. **Monitoring and ensure that services are delivered in time and with value for money**

The construction industry is an essential economic sector which affects all the other sectors as it creates infrastructure necessary for socio-economic development.

Construction remains a fundamental component for the development of the country and remains a key employer. However, local participation in major construction projects remains small because the local contractors lack amongst others:

- An enabling environment to foster growth of the local companies
- Access to Finance

- Competent personnel
  - Experience and technical knowhow
- Much as Government of Uganda (GOU) has endeavored to address some of the issues like vocational training (through programmes like Skilling Uganda) and drafted policies to encourage local participation (20% local content in large construction projects), implementation is still modest. This discussion will remain limited to immediate issues that can be addressed in the upcoming budget.

## B. Challenges to Local Construction Firms

Much has been said about local contractors with comments ranging from commending the efforts, in a few instances, to dismissal of local contractors as an incompetent lot that have no capacity to deliver a quality project in time. However, very little has been done to understand the challenges that local construction firms have to deal with in addition to day to day challenges of a weak vocational training system, theft and pilferage, weather, poor infrastructure, insufficient work opportunities, lack of access to capital, counterfeiting, an unlevel playing field consisting of an informal construction sector and large multinationals between whom local contractors lie, corruption, delayed payments, an unregulated industry, issues with design, an inefficient legal system, to mention but a few.

The discussion below is focused on what immediate steps the Government of Uganda (GOU) can carry out in the short term (2014/2015 Financial year), to attain long term benefits to the Government, the local construction industry players, as well as the citizens of the Republic of Uganda:

### 1. Acceptance of Insurance Bonds as Guarantees

The amount charged by insurers for Advance payment guarantees and Performance guarantees is 2.0-2.5% and 1.5-2% respectively. This remains lower than arrangement fees charged by banks which average on 3%. In addition to arrangement fees, the contractors must put up collateral which is heavily discounted<sup>1</sup> in the assessment of how much the bank will offer based on the value. Furthermore the commercial bank lending rate gives local contractors a significant disadvantage<sup>2</sup>

<sup>1</sup>Most banks lend 70% forced sale value which is determined as 70% of surveyors value that errs towards the safe to the tune of 20%. Therefore a property worth UGX 100m on the open market will be eligible for  $100,000,000 * 80% * 70% * 70% = 39,200,000$ . Arrangement fees are then computed at 3% giving one access to a maximum of UGX 38,024,000/=

<sup>2</sup>Assuming a cash flow requirement of up to 30% of a contract, Local commercial borrowing at 24% as compared to 4% internationally gives local contractors a disadvantage of up to  $(0.3 * 24% - 0.3 * 4%) = 6%$

when competing with foreign companies which borrow at far lower rates. This reduces on profitability or gives a pricing disadvantage and in effect makes it impossible for local contractors to participate in the larger projects. All this, coupled with delayed payments results in poor performance which is blamed on the contractors without understanding how the issue came about. Construction being cash intensive dictates that funds are readily available to ensure timely completion at minimum of specified standards.

### Proposed Intervention

1. *That the procuring entities revise the requirement to accept insurance bonds as guarantees for Bids, Advance payment and Performance.*
2. *That warranty bonds are accepted, in lieu of withholding retention, which is done for up to one year, further incapacitating contractors, given that they are obliged to borrow equivalent amounts at 24% +3% arrangement fees. A Warranty bond, that is in effect, a performance bond for correcting defects, would have cost 1.5%. The warranty bond will also mitigate spill-overs of budgets from previous years, which have been a cause of many delays in releasing of retention when due at a time the funds are no longer available.*
3. *Insurance bonds would also help improve on work quality given that a history of non performance will be accurately monitored and recorded by the insurance industry who will be major stakeholders. This will eventually phase out Non-performers as they will not be able to furnish requisite secure bonds. It will also allow those local companies that perform to thrive and build capacity. Currently the banks give a bond to anyone who can raise collateral for which they are more than adequately protected.*

Notwithstanding the above, there are extremely few cases in which any of these bonds have been called.

### 2. Lack of work opportunities for local Contractors

Incapacitated by the above, contractors fail to compete favourably. The major works are then awarded to foreign contractors who have gone ahead to capture even the small contracts that could have been carried out by locals.

### Proposed intervention

*That GOU insists that small contracts (initially USD 1.5m and below are awarded to local contractors). The threshold can be gradually increased as capacity is built. This will minimize on capital flight from the country that foreign companies continue to repatriate in profits.*

In Tanzania for example, any contract of less than USD 5,000,000 can only be awarded to a local company.

### 3. Credit/ Interest Rates Challenges:

Much has been said about credit to other sectors but nothing on construction credit to facilitate the services. It is generally accepted that the economic situation dictates that lending rates remain high; some key interventions would help in ensuring that contractors' capacity is not curtailed by formulating a credit that is congruent with the needs of the industry. Countries like China have specific banks for construction finance where the service providers are furnished with credit to meet their obligations.

### Proposed intervention

*It is proposed that government creates a line of credit– geared towards service providers– through Uganda development bank aimed at financing construction activities. Currently all lines of credit for construction are aligned towards funding the development but not in facilitating the contractor to achieve the objectives of the projects. Returns will be realized through faster implementation of construction projects*

### 4. Lack of modern equipment:

It remains cheaper to use manual labour in many aspects of the construction processes mainly because of the prohibitive cost of equipment. Not only is the equipment inherently expensive but it can only be realistically acquired through debt–the cost of which is high. In addition to interest rates; there are taxes to grapple with, freight costs from Mombasa and training costs for operators.

As a result, contractors are compelled to buy used equipment which is affordable. This in most cases leads to a lot of down-time in as far as equipment usage is concerned leading to inefficiencies and lower productivity. All this reverts to government as resource absorption is compromised due to the inefficiencies in the implementation of construction work.

### Proposed intervention

*Local contractors should be encouraged to buy new equipment. The lifting of VAT on equipment will enable local players to manage their cash flows where equipment acquisition is concerned. It is on record that transport costs went down by 8% when VAT was lifted on cargo-carrying trucks of over 3.5ton capacity.*

### 5. Delayed payments:

Government of Uganda which is the biggest employer in the construction sector is also notoriously known for delayed payments. This causes cash flow constraints for the contractors who are already heavily bonded to the tune of 30%<sup>3</sup> in addition to the retention that is withheld at between 5-10%. These cash flow constraints result in inefficient service delivery and consequent delays in work.

<sup>3</sup>advance payment and performance at 20% and 10% respectively



Furthermore it has caused massive losses on the part of contractors given that the Uganda Revenue Authority (URA) collects upon invoicing. The demands by the revenue collecting body cause extra strain to the already constrained cash flows of the contractors and in many cases result in penalties.

It is not rare that payments are over six (6) months late. Not only does it cost government in terms of delayed service delivery to the citizens—which is difficult to measure, but also causes government to lose money in compensating delays as well as increased costs of government projects given that contractors have learnt to embed these costs of delays within their unit rates resulting in overall higher prices.

Substantial improvement has been achieved with some procurement entities like the Uganda National Roads Authority (UNRA) but a lot is left to be desired with most of the PDU's.

### Proposed intervention

*Government entities usually earmark funds toward specific projects and by and large, these funds are available. However the process of accessing the funds is lengthy and laden with delays. Procurement processes should be amended to include a third party, which ideally should be partnering bank, such that the funds are kept with the third party on a project account to be released upon demand i.e. when a certificate is issued and invoice is raised.*

*Local commercial banks have registered success with this type of tri-partite arrangement where a developer gets a loan from the bank which is paid out directly to the contractor once payment falls due. This should effectively yield benefits to government in terms of reduced costs as well as improve capacity of local contractors and the funds could even accumulate interest as they are being expended.*

### 6. UCICO Bill 2012:

The Uganda Construction Industry Commission (UCICO) 2012 Bill is yet to be passed by parliament. It seeks among others to develop and strengthen the national construction industry by establishment of the Uganda Construction Industry Commission to effectively coordinate and regulate the national construction Industry. The Uganda Construction Industry Commission will preferably work with a partnering private sector driven Institution like UNABCEC (Uganda National Association Of Building and Civil Engineering

Contractors), which has already been in existence for 20 years and has spear headed initiatives towards classifying contractors.

Ideally, this will help to create an enabling environment for the development of a vibrant, efficient and sustainable local industry that meets the demand for its services to support sustainable economic and social development objectives.

In addition, the training levy will provide much needed revenue for the furtherance of vocational training for a sector which has been plagued by lack of skilled manpower.

Establishment of such a commission has been met with much success in Ethiopia, Kenya, Zambia and Tanzania. In this period of east Africa Integration, the relevance of passing the Bill and operationalising it cannot be over emphasized.

### Proposed intervention

That the Bill is passed in the coming Financial year with a supporting private sector association akin to Uganda institution of Professional Engineers (UIPE) and the Engineers registration Board (ERB) or the Architects registration Board (ARB) and The Uganda Society of Architects (USA)

A strong involvement of the private sector will help government carry out its role in a manner that is conducive to the fostering of growth in the sector. This will further translate in increased revenue for government through collection of taxes like Income tax, PAYE and VAT by formalising the informal construction sector, which absorbs a large portion of the construction work. A more level playing field will also be achieved that will result in improved work Quality and boost competition of Ugandan contractors in the region.

### Conclusion:

A vibrant and sustainable construction Industry will permeate through all sectors of development. To ignore local contractors will remain a big challenge to Government given the huge amounts of funds being directed towards the larger more organised and established foreign firms. In addition to crippling growth and development for locals, we shall continue to import construction services rather than export them. This will in the long term affect the development of our country. It is our prayer that our humble requests are met with the due attention they deserve.



# VAMBECO ENTERPRISES LIMITED

## ABOUT US

Vambeco Enterprises is a leading construction company which specializes in water engineering and general construction works. Based in Kampala, the company now has offices in Nairobi - Kenya and has successfully undertaken several construction projects in East Africa.

The company is also committed to providing the best possible service to all our clients at all times through timely execution of contracts to the agreed levels of quality and cost. It is the policy of Vambeco to ensure customer satisfaction as regards quality, integrity, efficiency and value.

This policy shall be supported and evidenced by a fully documented Quality Management System based on the requirements of the International Standard for Quality Management Systems ISO 9001:2008.

Over the years, Vambeco completed a number of projects, among which are Construction of The Irrigation Water Supply Works at Bushenyi, Construction of Tororo Railway Gravity Flow and Lwakhakha Water Supply Project.

Vambeco is currently undertaking the following projects: Construction of Jinja central market under MATIP-1, Construction of Nyarwodho Gravity Flow Scheme – Nebbi and Bulk Water Rehabilitation works in Mombasa, Kenya.



Treatment Plant at Lwakhakha - Manafwa

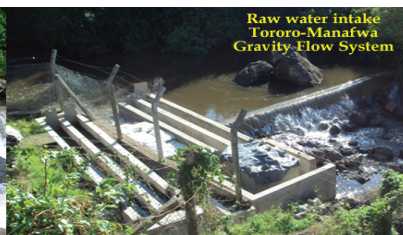


Gravity Flow Aerator Bushenyi Water Supply System Phase II

Water Pumps Bushenyi Water Supply System Phase II



Raw water intake Tororo Manafwa Gravity Flow System



Raw water intake Tororo-Manafwa Gravity Flow System



Construction Works in Progress at Jinja Central Market Site - Jinja



INTAKE AT BUSHENYI PROJECT

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# UNABCEC Helping to create a vibrant cohesive National Construction Industry

When the Indians left Uganda in the 1970's, a number of things went on a downward spiral. One of these was an association that brought together providers of civil engineering and construction services in the country.

The former members however, still felt there was need to have a similar association. These became the founding members of UNABCEC (Uganda National Association of Building and Civil Engineering Contractors), one of them being Nicholas Byengoma, the MD of Nicontra, a construction firm with offices in Ntinda. In forming the UNABCEC, one of the aims was to help increase its membership so that members had a platform to discuss and even influence what could be introduced in government policies to support the Engineering industry.

As a result of the above formation, over time, government has been able to include the proposals of UNABCEC on some issues. "For example at the moment, VAT is not charged on construction equipment," Byengoma explains.

Secondly, UNABCEC was able to meet with UNRA (Uganda National Roads Authority) and take part in the budgeting process for road maintenance in the country and many members are benefitting from this in such ways as, for example, being awarded contracts for maintenance.

"Through our advocacy workshops, we have advocated for term maintenance of the roads from UNRA. For example, a contractor gets to maintain a given section of the road for three years and this

helps to rule out too many contracts. Other than providing sustainability to the contractor, this helps a contractor to get bank support for loans. More so, our talks have also yielded an increase in the budget for road maintenance. If you look at the budget 2013/14, it has increased as compared to that of 2012/13."

Byengoma says that UNABCEC has also been able to engage government in as far as getting the latter to agree on UCICO (Uganda Construction Industry Commission). UNABCEC will therefore have a voice in the form of a representative on the National Construction Industry Board.

One of the issues about which UNABCEC wanted to have a say was that of the contracts awarded to multi-national companies. Of course there is almost no local construction firm that has the capacity and investment to take on the kind of jobs that these conglomerates do. But, UNABCEC is of the view that local contractors too should at least have a slice of the cake to fit their manpower.

## How would this be done?



"We want a law that would ensure that the national construction industry takes 10-20% of these contracts," Byengoma explains. "Also when there is consultancy work done on a road, a Ugandan consulting firm should be involved, ensuring that it gets 30% of the budget."

The Bill (UCICO), which is aimed at regulating the construction industry, civil engineering and water firms in ensuring that they are ethical and that they follow laid-out specifications, has already been passed by cabinet and is yet to be presented to finance and parliament, before it is finally enacted into law.

The question however is whether the local firms can handle the said 30% of work. Byengoma thinks they can, if given the facilities for asset financing and if government continues to pay them in time. At the moment, Byengoma says that their profession is without regulators but that they intend to regulate it like other professional associations such as the lawyers' and the medical associations.

In the same advocacy, European Union, World Bank, DFID started a CrossRoads (Creating Opportunities for Sustainable Spending on Roads) programme with the aim of helping the national construction industry members to access 50% of bid bonds, performance guarantee and advance guarantee to help the industry improve their cash flow while engaged by the road sector. CrossRoads has a board called the Road Industry Council on which UNABCEC is represented by Mr. Nicholas Byengoma and Eng. Pius Mugerwa.

### **Benefits of registration with UNABCEC**

First, registration of more members will ensure many more members partake in accessing benefits such as the 20% of construction work from multi-nationals.

Second is the benefit to society, and to government which loses a lot of money on shoddy work that is done by 'speculators' as Byengoma refers to them.

UNABCEC is also talking to the banking industry to ascertain whether they can access cheaper asset leasing. "This is a big focus now for CrossRoads which is trying to get a bank with which to deal to help the national construction industry get the construction tools they need on hire," Byengoma

explains. He adds that they have been in talks with some banks and when they are finally in agreement with one, CrossRoads will give this bank a grant to acquire construction tools such that different contractors can hire these tools for their work.

### **Challenges**

The industry has some spoilers, thus posing a challenge for formal and ethical operations. There are people who do shoddy work for quick money which results in a bad reputation for the industry.

Further, the high interest lending rates to this industry have also made it difficult to purchase construction equipment which is vital in the industry. What's worse is that, accessing this financing was becoming even more difficult because government (the major client of the construction sector) would sometimes take up to six years without paying, and as a result, banks lost interest in financing the construction sector.

### **The other challenge that local construction firms face is resistance from the public.**

"When we are to expand a road network for example, people think that they should be compensated even when they clearly built in a road reserve. There is no respect for road reserves so people plant matoke and potatoes up to the drainages. And if you touch these things, they can even burn your graders. The other challenge in this was ULB (Uganda Land Board) which gave out land titles with road reserves inclusive. We want ULB to give these people new land titles to solve this issue because it tends to delay work; for example a job that was to last four months, takes a much longer time."

In places like Rwanda, Tanzania and Botswana, Byengoma notes that this cannot happen. The government does not compensate you even if they want to create a new road going through your house. It is perceived that the road is for the national good, a worthy endeavour as compared to the good that would be considered to be limited to a single person.

Having said all this, Byengoma commends the government for increasing funding to the sector because this has led to the growth of local construction firms and the industry as a whole.

# Maintaining the Road Net Work



## The Challenge

With Uganda transporting 90% of its imports and exports by road, the economic importance of maintaining its road network is a key priority to boost economic growth, combat poverty and achieve the Millennium Development Goals. However, dealing with the backlog of roads that have not been maintained adequately in the past and properly maintaining the current road network needs more than just money. It needs a skilled workforce, competent contractors and the equipment required to carry out the work efficiently and effectively to the required standards. It also requires capable organisations to monitor the contractors' work, formulate clear policy and oversee the sector.

## Reduction in Asset Value

Uganda's roads are one of the country's main assets, generating hundreds of millions of US dollars in revenue every year through the commercial activities that they make possible. However, some of the country's road network is in a serious state of disrepair due to poor maintenance – a fact that is devaluing this important resource and limiting revenue-generating commerce.

Insufficient maintenance has already reduced the value of the national road network from US\$ 6.6 billion (US\$17 trillion) to US\$ 5.5 billion (US\$ 14 trillion). To put it another way, around US\$ 1.1 billion (US\$ 2.8 trillion) has been wiped off the value of Uganda's road network simply because it has not been maintained. If the current inadequate levels of maintenance continue for the next 10 years, then the value will fall by a further US\$ 2.1 billion (US\$ 5.4 trillion).

## Commercial Losses

These figures do not take into account the commercial losses that result from a poorly maintained road network. If poor maintenance continues, the country's Gross Domestic Product (GDP) will fall by 1% per year over the next 10 years. Essentially, Uganda's failure to maintain its road network is similar to a contractor allowing their plant and equipment to fall into disrepair to the point where it is unable to perform the necessary productive work.

## Future Implications

All of this has major financial implications for the country. In 2012 Uganda's roads generated around US\$ 546 million (US\$ 1.4 trillion) of revenue. This decreased

amount is a result of the following factors:

- poor roads affect trade and commerce and;
- rehabilitating badly degraded roads in the future is a more expensive option than a continuous programme of maintenance.

## Financial Commitment

Various international studies indicate that between 2.5% and 3.5% of the total road network replacement value should be spent each year to maintain the road network. Studies indicate that this could generate an economic return more than three times greater than spending on the development of new roads. Currently, Uganda spends around 1.2% of the replacement value of its road network annually; enough to properly maintain the national paved network but none of the unpaved network. Nevertheless, the Government of Uganda has made clear financial commitments to improving the country's roads: the 2013/14 budget for roads (US\$ 1.77 trillion) represents approximately 15% of the entire national budget with around 20% being allocated to maintenance of national and District Urban and Community Access Roads (DUCAR). The key issue now is to ensure that this money is spent as effectively as possible to produce well maintained roads.

## Facing the Backlog

It is not simply a matter of maintenance. Inadequate spending over many years has now resulted in a backlog of roads requiring large-scale rehabilitation rather than maintenance. Dealing with this will add further to the cost of maintaining the network over the next decade.

## The Capacity Gap

The problem is not only one of funds. Currently, if the funds needed to deal with the backlog of roads needing rehabilitation were to be released over the next three or four years, there would simply not be enough skilled manpower or contracting capacity to do the work. Funds for maintenance therefore need to be increased steadily over a longer period to allow the country's contractors to build their capacity and invest to keep up with demand, whilst re-skilling the workforce.

While the private sector is not yet in a state that will allow it to maintain Uganda's roads, some larger contractors exist that can maintain and build key roads. These contractors are beginning to be supported through mechanisms

like multi-year contracts that provide them with stability. However, there simply aren't enough skilled contractors to maintain all the roads, and the quality of work is often patchy and difficult to predict. Needless to add, corruption is also rife in the sector.

Force Account suffers similar issues to the private sector. It has been accused of stifling the growth of a stable private road construction sector in the country. However, without the use of Force Account it is argued that Uganda will be unable to address the backlog of road maintenance work it faces in the short term.

### Management Processes: The Short-term Focus

If both force account and the private sector are going to be used to bring Uganda's roads to an acceptable level of maintenance as quickly as possible, the key focus in both sectors must be on improving management processes to achieve the effective and efficient use of public resources and to cut corruption in all its forms.

This means that both Force Account work and private sector contracts need to be subject to:

- more independent supervision and inspection by trained teams of inspectors (to compare work done against set goals and standards); and
- precise record keeping followed by regular review of such records.

Measures such as these will cut corruption and highlight where the quality of work is falling.

This kind of clear record keeping will also allow better comparison of the cost efficiency of Force Account and private contracting for different types of work, allowing the government to further refine its policies.

Such measures in their turn need to be backed by training schemes for both operators and mechanics to ensure that any plant available is used and maintained as efficiently as possible.

### Building the Private Sector: The Longer-term Focus

To achieve success the Government will need to develop a clear vision of what the private road sector should look like in Uganda. This is likely to mean shifting the sector away from many small players, and concentrating instead on building a foundation of well managed mid-sized companies backed by a few very large organisations able to take on the largest projects. Once such a vision has been agreed upon, policy makers will need to develop a workable Industry Development Strategy to realise this vision and define targets to achieve it.

When Uganda has greatly improved its road sector using both Force Account and the private sector, the country can then begin phasing out Force Account and further build the private sector to create a competitive marketplace. This will drive levels of quality up and prices down – because established and competent firms will compete with each other to win contracts.

### Cross Roads Programme

Creating Sustainable Spending on Roads (CrossRoads) is an £18 million (approximately US\$ 70 billion)

programme of four years' duration. It is funded by the United Kingdom's Department for International Development (DFID) and the European Union (EU). CrossRoads is guided by the Roads Industry Council, a nine-person advisory body that raises awareness of key issues in Uganda's road sector and suggests the best ways to address them.

To help improve the road maintenance and construction in Uganda, CrossRoads is working to:

- boost the private sector's ability to provide road maintenance and construction services; and
- increase the efficiency with which road sector maintenance and construction is managed by government departments, so that better use is made of the available funds.

Although this includes some technical assistance, CrossRoads is mainly focused on long-term capacity development with the overall aim being to create a sustainable road market that will encourage both public and private sector actors to develop a more efficient and competitive road maintenance and construction industry.

In light of this, CrossRoads is undertaking a number of activities, including:

- (1) Helping to develop vocational qualifications in road works covering plant operation, plant mechanics and site supervision;
- (2) Setting up a Construction Guarantee Fund that can be accessed by banks on behalf of UNABCEC members for bid securities, performance bonds and advance guarantees; and
- (3) Supporting professional and industry associations like UNABCEC, to help develop their capacity to serve Ugandan contractors better by delivering the type of services they need nation-wide, providing training to raise skill levels and to become a strong voice for contractors, advocating on their behalf on issues and policy that affect their business.

Examples of the support to UNABCEC include:

- helping to strengthen the Association institutionally and build-up its Secretariat through the provision of staff and office equipment;
- strengthening UNABCEC's financial base and augmenting membership through the provision of improved service delivery that includes practically orientated training courses and the provision of advisory services;
- improved lobbying and advocacy with UNABCEC taking the initiative on behalf of its members;
- re-branding and re-launching UNABCEC to become a more commercially orientated member-focused association with regional representation; and
- conducting stakeholder meetings to raise awareness about important issues of relevance for improving standards of the construction industry and engagement in activities to increase corporate social responsibility.

# KENYA FEDERATION OF MASTER BUILDERS

By Edith Mutethya

Moses Muihia is happy with what is happening in the construction sector. This is because for the last eight years he has been at the helm of Kenya Federation of Master Builders (KFMB), a lobby group for contractors, lobbying hard for a regulator to police the industry.

His efforts bore fruit in 2011 when President Mwai Kibaki assented to the National Construction Bill.

"With the Act in place, I feel like I have achieved what I wanted to do for the industry. Am happy that sanity is finally coming back in the sector and on behalf of KFMB, I thank the government for embracing our ideas," says Muihia.

This long journey started in 2006 when KFMB prepared a position paper to the Minister for Roads and Public Works and the Minister for Finance. In the paper, KFMB called for the revival of the National Construction Corporation (NCC), which was wound up in 1988.

"I assured the minister that if KFMB had access to the winding up documents of NCC, it would be able to respond to his questions," says Muihia.

When the federation got all the NCC files that they needed, they realised that the corporation was doing well when it was run by qualified engineers. However, political interference "killed" it. "The general manager was not a technical person, but rather a political appointee. His board consisted of contractors who were also not qualified and from 1981 the corporation began a downward trend until 1988 when it was closed down," notes Muihia.

After learning what prompted the closure of NCC, KFMB started pushing for the enactment of a Bill to revive the corporation. And in March 2008, the federation got a breakthrough after meeting the then minister of Public Works, John Michuki.

During a conference for contractors, the late Michuki lambasted local firms

for not completing projects and doing shoddy jobs. After the conference, Muihia had a chat with Michuki and challenged him to meet contractors and listen to their story.

"I asked Michuki whether he had pondered why a client will give a project to the first contractor who fails, pushes it to the second and third contractors, who also fail. I requested him to get all stakeholders together and listen to their story," says Muihia. The government acted fast. In his opening speech in the first session of the 10th parliament, former President Mwai Kibaki announced that the government would revive NCC as well as create boards to register contractors, architects and quantity surveyors.

In the same year, the minister for Public Works took up the matter and pushed for the finalisation of a cabinet paper for approval. The NCA Bill was subsequently drafted in 2011, passed

*"Most contractors are not technically qualified, but are good business people. We want to train them on bringing professionalism to their businesses by employing professionals,"*

and later signed by the president on 16 December 2011.

In its heyday, NCC was a very rich organisation and owned vehicles and construction equipment. Contractors had also contributed Ksh 60 million (US\$ 688 470) for the construction of the current Milimani commercial courts building which was then named Ujenzi house.

"The federation wants the government to give back the building to NCC or give it a piece of land and help it to build its headquarters which would be able to house NCA, all contractors' associations and a training school," says Muihia.

Riding on the new Act, KFMB has rolled out a training programme for its members in partnership with NCA.

"Most contractors are not technically qualified, but are good business people. We want to train them on bringing

professionalism to their businesses by employing professionals," says Muihia.

KFMB plans to open and operate a savings and credit co-operative society to help members to access loans in order to finance projects. The Commissioner for Cooperatives has already issued the federation with a certificate of registration for "Master Builders Savings and Credit Co-operative Society Ltd" (SACCO).

The SACCO will among other things, mobilise funds to set up facilities to manufacture and fabricate construction components for the industry. This is in addition to the purchase of construction equipment and machinery for letting to contractors.

"It has been a challenge for local contractors to access construction materials most of which are on cash payment basis only. That is why we

want to have our own factory," says Muihia.

The membership of the SACCO will be drawn from individuals and construction companies including all those in the construction industry.

Among KFMB's noteworthy milestones is that it was a major player in the development of the Public Procurement and Disposal Act 2005. It successfully lobbied for the inclusion of the preferences and reservations clauses under Section 39 for participation of candidates such as disadvantaged groups, micro, small and medium enterprises in the procurement value chain.

All public procurement entities are required to give exclusive preference to Kenyan citizens where the funding of projects are 100% from the Kenyan government or where amounts are below prescribed threshold. The act also allows preferences in the

evaluation of tender bids where there are joint venture ownerships depending on the percentage shareholding of the locals to the foreign firms on a graduating scale. Through further lobbying, bidders were allowed to use Insurance Bid Securities and Performance Bonds which were hitherto the preserve of banks. This allowed bidders to have easier access to procurement. KFMB also lobbied for reduction of retention from 10% to 5%. This is the amount (total cost of the project) that a client retains until the contractor hands over

the project where he gets half and the remaining amount paid six months after handing over the project.

The government has over the years relied on contractors to fund its projects by insisting that contractors should invest their money in the projects before they can be reimbursed.

The government has also been notorious in failing to pay contractors on time even as the contractors borrow money from banks at exorbitant interest. It currently owes contractors

more than Ksh 20 billion (US\$ 235.4 million).

The government should be in a position to contribute to the construction of its projects by way of advance payments. The federation is now lobbying for introduction of a credit guarantee scheme where the government deposits 10% of the annual infrastructure development budget in the scheme, through which contractors can access payment easily and receive advance cash to carry out projects.



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## **WELCOME NOTE FOR UNABCEC JOURNAL BY MOSES N. MUIHIA – NATIONAL CHAIRMAN, KENYA FEDERATION OF MASTER BUILDERS**

I take this opportunity to congratulate the Chairman and the Editorial Board of UNABCEC for the timely and bold move to roll out a construction journal.

It will, no doubt, be of great importance to the construction industry stakeholders within Uganda but also the greater East African Community. Through the journal, the Board can act as a catalyst for information by providing the construction trends for the benefit of exchanging views, ideas and new technology as well as opening up business connections and opportunities among partner associations.

I, on behalf of KFMB, wish you success and continuity of the journal. Congratulations.

**Moses N. Muihia**  
Chairman





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# The UCICO Bill



By Mugisha Turyahikayo Allan<sup>1</sup>

The Government of Uganda (GoU), through its executive is working closely with Ministry of Works (MoW), to enact the Uganda Construction Industry Commission Bill (UCICO Bill). This article explores the main provisions of the bill, their implications whether positive or negative and the overall effect it will have on the construction sector. The general mandate of the bill relates to:

- Establishment of the commission;
- Registration of players;
- Coordination of the sector;
- The Establishment of the construction levy; and
- Other related matters.

The Bill proposes that a commission lead by a competent head known as the Executive Director be established under the national budget. The commission will be established under the guidance of the Board selected from a wide range of sectors such as; professional bodies, the line Ministry, the Private Sector etc.

Other sources of income will be derived from registration fees, grants and donations and the construction levy.

The coordination mandate of the Commission is to include aspects such as regulating the sector, training and capacity building, coordinating research and development, classification and registration of members and general monitoring of the sector.

The construction levy is suggested as a charge on all public works that will be used in membership programs such as training, research and accumulation into the Construction Guarantee Fund (CGF). The CGF is to “operate” as a pool of funds from which members can derive facilities such as bid securities, performance securities etc.

The Commission is also intended to register and classify sector players by status, directorship, competence and operational capacity. This

registration is mandatory, renewable and can be withdrawn in cases of non-compliance as a disciplinary measure.

The other related matters that the Bill provides for include the following:

- The Plant Pool: This is expected to be run privately and commercially to avail “small players” with easy access to plant and hence engender competition.
- The CGF, as alluded to above, is to avail low cost access to securities to members to ease their operational costs.
- The Preferential/ Reservation Scheme is meant to ensure that public works in the same categories are limited to national and local players to promote local capacity.
- Mandatory Subcontracting as provided by the Bill ensures that a minimum percentage of all public works is executed by local players. This is also to enhance local capacity.
- Inspection and Investigation are also provided for as a function of the commission to execute visits to premises of registered members, to establish compliance to operational requirements and undertake audits of information availed at registration. These investigations may result into disciplinary action such as suspension, stoppage of works and issuance of rectification orders.

The Commission may also institute detailed inquiries in cases that warrant such action.

However, the above even though in good spirit, have some repercussions for UNABCEC (Uganda National Association of Building and Civil Engineering Contractors) and its membership. The positive aspects are clear and include:

- Sector Strengthening;
- Emphasis on local capacity building;
- Increase Sector regulation;

<sup>1</sup> A Member UNABCEC Board, an Advocate of the High Court, a Private Contractor

- Consumer Protection; and
- Support of smaller entities.

The points of concern especially for the UNABCEC membership include:

- Limited role and recognition of UNABCEC by the Bill;
- Introduction of "distant" sector representation on the board, e.g. the inclusion of professional bodies such as physical planners;
- Regressive contribution towards the construction levy, i.e. higher contribution by small size contracts,;
- Membership and benefits only limited to public works players hence no reach to private works;
- Duplicated mandate of the Commission and Association especially in membership services;
- Low content of the Bill to benefit related sectors and professionals except for board membership only;
- Apparent concentration of powers to the line minister that may condemn implementation to unnecessary subjectivity;
- Non-integration of membership bodies as planning authorities; and
- Components of mandatory sub-contracting and preferential/reservation schemes are inflexible, limited to percentages of contract sums in case of the former, or ambiguous or undefined in case of the latter.

In conclusion, it is my considered opinion that more consultation and stakeholder interest convergence be sought. The bill is necessary as of "yesterday" but should be sustainably relevant "tomorrow".

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# A Common Goal for Our Industry.

By Francis Aryatuzoora Karuhanga<sup>1</sup>



I am pleased to participate in this first issue of 'The contractors' magazine, as we try to consolidate UNABCEC's (Uganda National Association of Building and Civil Engineering Contractors) strength in our construction industry. Let me note from the onset that the construction industry has been a driving force in our local and national economy over the last recent years. No development and economic growth would have been possible without the role significantly played by our sector.

To stay competitive, contractors are continually looking for ways to win jobs and deliver that work profitably. Our new Board of Directors pledges to offer tools to help its members grow their businesses and highlight company achievements and capabilities to potential clients.

One of the more frequently asked questions with regard to UNABCEC membership is: "What can the Association do for me?" The answer, quite frankly, depends on you.

Why did you join UNABCEC and what do you want to gain? What you get out of any association, including UNABCEC, is directly proportional to what you put in. The greatest benefit of any association is the networking and camaraderie that takes place between members. In light of this, our new board and secretariat staff will promote solidarity among UNABCEC members. We want members to have an enormous sense of pride in their association and their fellow members. But this benefit is not a given. To experience this camaraderie first hand you must participate by investing time and effort in UNABCEC activities.

Belonging to UNABCEC can help members in a variety of ways in as far as solving the challenges of our firms. As the saying goes; "No man is an island". Business people do not thrive when they are

isolated from colleagues. Regular interaction leads to learning, personal growth and career progression. A number of concerns, such as the following, can be resolved.

- If you are stuck in limbo – making little or no progress in your company – interacting with others in your profession could be the answer. We have partnered with development partners and will offer workshops on how you can advance your company.
- By being in communication with peers in our association, you can learn about solutions that others in your industry have already discovered – granting you an escape from wasting time re-inventing the wheel. UNABCEC will provide monthly educational opportunities to help you with difficulties in your company. You can also find answers simply by networking and having conversations with other members at association functions.
- There are aspects of our industry that you might wish you could change. Joining an association would give you a forum for changing those unfavorable aspects. You may find that many others feel the same way and when you unite and collaborate with them, your combined voices can make a difference.

Your greatest benefit – networking with your peers – comes only from your direct personal involvement in association activities.

The reason is simple, and it involves the same principles that apply to your business. A businessperson invests money, time and energy to make the business successful. The same holds true for association membership, which will reflect on your business' long-term success.

<sup>1</sup>Executive Director, Armpass Technical Services Ltd.  
Vice Chairman, UNABCEC and Chairman of Board committee of Projects and Programs.  
Vice Chairman – Skilling Uganda Reform Task Force/MoES.

The problems our industry faces today affect every member, no matter how large or small. And, since no one individual could possibly begin to solve these problems alone, it remains that each person needs his or her industry association for the collective wisdom, bargaining power and networking opportunities that help create a sustainable and successful business.

The best reason to be part of UNABCEC is that your participation ensures a safer and stronger industry for future generations.

But this industry, being a major component of the entire development equation, is not impervious to both local and global economic realities that present both dynamism and a certain degree of volatility. The

good news is; with the money anticipated from the oil sector, coupled with the government decision to enhance service delivery by accelerating spending and pumping the economy, the construction industry expects a boost.

We must work hand in hand to address challenges facing our industry and bring to the fore its importance as a sector in terms of helping the majority of the country's construction workers to have good jobs, good training and a path for new opportunities.

May we all be united by our common aspirations, with determination to forge ahead a strong alliance, so that we can advance the common good of all Ugandan contractors.

*Space for a write-up*



## Tomorrow is, because we prepared of today

With a promise of greater things to come, and a fresh blooded Board of Directors ready to make those great things happen, UNABCEC (Uganda National Association of Building and Civil Engineering Contractors) officially re-launched its new look and strategy on October 18 2013 during a function held at Protea Hotel in Kampala.

“Tomorrow is, because of Today” was the theme of the day. A new board of directors comprising mostly the younger members of the association was taking over from where the National Executive Council had left. Officially established and registered with the registrar of companies on February 25 1993 as a limited company, UNABCEC was in effect celebrating 20 years of existence.

A body of the kind – though there’s no clear record for reference – is said to have been first established in the 1950s when Uganda’s construction industry was dominated by Asians and other expatriate contractors. With the expulsion of Asians under the leadership of Idi Amin in 1972, and the seeming construction industry stagnation that followed thereafter in Uganda, this body went into oblivion.

There was an attempt to start a similar body in 1988 which, judging from the lack of proper records in its reference, must have failed miserably. UNABCEC’s 20 years of existence in an industry that still uses contractors as scapegoats for all the wrong is no mean feat and is worthy of celebration. The team that kept it going for the twenty years deserves respect. They created the tomorrow that was October 18 2013 on the today that was February 25 1993.

The first Board of Directors of the re-launched UNABCEC, perhaps under pressure to keep the mantel burning and spark embers of renewed hope for contractors in Uganda’s construction industry, have been accused by sceptics of being over ambitious. An allegation that isn’t entirely unfounded if you look at UNABCEC’s strategic 2014 – 2018 plan and compare it with the previous UNABCEC strategic plans and the appalling performance on those plans. The BoD is, however, confident that the new UNABCEC will deliver on its promises: shirt sleeves have been rolled. And judging by the bold strides taken since the re-launch of the association seven months ago, it is something you cannot safely argue against.

Largely accused of being a Kampala-based club of rich contractors as opposed to being the national association, one of UNABCEC’s biggest undoing has been the failure to attract membership outside Kampala. The new board has tackled this challenge head on. Fresh graduates and students in senior six vacations were trained to become UNABCEC Sensitisation Officers and sent to the field to recruit new members. Within three months this team managed to bring fifteen new contractors on board from areas surrounding Kampala. They have now gone to Mbale, Gulu, Arua, Mbarara, Kasese, Kabale and Jinja in the first phase of upcountry sensitisation and preparations are underway to establish a UNABCEC branch in Gulu. From 46 fully paid-up members at the end of 2013 to 75 fully paid-up members by April 2014, including 18 new entrants, a 61% increase in subscribed membership has so far been registered. Not a bad start at all.

But it was not a good start of the year for UNABCEC’s previous secretariat staff. One of the major objectives in the 2014 – 2018 strategic plan, was staff restructuring with an aim

of professionalising the association and getting it ISO certification. As a result, there is a completely new team at the UNABCEC's UMA (Uganda Manufacturers Association) show grounds offices now. The office also looks and feels completely different – with a promise of professionalism.

Hopefully, the much anticipated UNABCEC SACCO (Savings and Credit Cooperative) will also be run professionally. Done with the inception stage already, the SACCO, when fully operational, is expected to provide an alternative to banks for member contractors. More than 30 contractors registered for SACCO during the association's stakeholders meeting held on December 13 2014 at Hotel Africana. Currently, the association, in partnership with CrossRoads (Creating Opportunities for Sustainable Spending on Roads), helps member contractors access a construction guarantee fund through nine banks.

UNABCEC, in conjunction with CrossRoads, has initiated a programme that started in December 2013 which leads to the award of a Uganda Vocational certificate where

one qualifies as a heavy plant operator. It is expected that this qualification will be recognised throughout the East African Community.

A company sponsors trainees starting with three weeks spent on plant training simulators at the UNRA (Uganda National Roads Authority) Luwero Station and then continues on a plant at a construction site under reducing supervision for a period of up to four months. By the end of this period, the trainee operator will have passed various assessments for the award of a vocational qualification as a plant operator at the appropriate level and on/at a particular plant. 35 heavy plant trainee operators have so far passed the first stage of this training and are awaiting assessment at the second stage.

Under the same arrangement with CrossRoads, the association has also conducted a training of trainers. 21 qualified and experienced practitioners in construction were selected and trained to be able to design and deliver trainings for UNABCEC in various construction related disciplines.

UNABCEC's new look did not only stop at the logo and the restructured

secretariat. The website ([www.unabcec.co.ug](http://www.unabcec.co.ug)) was also given a new look – made more attractive, more interactive and quite informative.

Information is something the new board at UNABCEC is evidently taking seriously and the reason for the birth of "The Contractor" magazine, among other things. Sceptics might go on about how over ambitious this new team managing the association is but it sure is being guided by the association's vision. That UNABCEC, working hand in hand with BGV's (Baugewerbliche Verbände) project coordinator, sent a team led by the board chairman to Nairobi early this year where associations including Kenya Federation of Master Builders, Construction Contractors Association of Ethiopia, Association of Citizen Contractors Tanzania and Zambia's National Council for Construction discussed and agreed on the formation of a regional Umbrella body for Contractors Associations is manifest of a team that has its eyes on the vision the founders had for the association: To be the lead engine of growth and development of the construction industry in the region.





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Partnership Project Between Baugewerbliche Verbände (BGV) and  
Associations of the Construction Industry in East Africa.



## Objective:

To Improve efficiency of East African construction firms and improve trans-national cooperation while contributing to the East African integration process.



BGV Coordinator Anna Fuchsmann facilitating a workshop in Gulu. UNABCEC and GULCA (Gulu Contractors Association) are in talks over a possible partnership.

UNABCEC and USSIA sign an MoU



## Results:

- East African sector associations in the construction industry have expanded their capacity and improved the competitiveness of their members.
- The capacities of sector associations are strengthened by process oriented counselling in the field of sustainable organizational development of structures and processes.
- A strategy for demand-driven and income-generating services is developed, operationalized and implemented in accordance to strategic plans of the associations.
- PPD topics are identified in a participatory way, coordinated with stakeholders and incorporated into advocacy mechanisms of relevant councils and task forces.
- A systematic approach for mutual support and development of East African sector associations is established.
- The cooperation between East African and German construction companies is initiated and best practices are documented and transmitted to members



Delegates representing UNABCEC, KFMB and Zambia's National Council for Construction participate in the opening ceremony of the CIBEX (Construction, Infrastructure, Building and Energy Exhibition) in Nairobi, Kenya

- Baugewerbliche Verbände (BGV)
- Construction Contractors Association of Ethiopia (CCA)
- Kenya Federation of Master Builders (KFMB)
- Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)



# About Time You Considered ISO Certification

By Agnes Namaganda

At Costa Construction Services' offices in Nsambya, an array of construction trucks can be seen in the backyard a few metres from the gate. Clearly, business is good. But most noteworthy is that Costa is ISO (International Standardization Organization) certified; a rarity for most Ugandan companies and construction firms in particular.

Although getting ISO certified comes with numerous benefits, for Eng. Jonathan Wanzira Namugowa, the Managing Director at Costa, acquiring the certificate was more about improving the company's efficiency than anything else.

"Our company strategy is not just to increase business volumes," Eng. Wanzira said, "but our primary vision is to be the industry leader in efficiency at delivering construction projects."

One may wonder if Costa achieved the kind of efficiency they were looking for given that they now had this prestigious international accolade under their thumb.

"Our working environment was already akin to ISO, and thus, embracing ISO was the inevitable way to go," Eng. Wanzira says adding that they have, however, become more efficient since the demand to stay compliant is ever before them. Even though advertising is something they do not do at the moment, they have registered some improvement in profitability for the past year under ISO.

Costa's Head of Finance, Sam Twagala, who also doubles as their ISO Management Representative, adds that there has also been an improvement in their operations ever since they got this certificate.



"For example, previously, it was hard to locate anything in the store and we always had to call the store man if we needed anything from the store because he was the only one who knew where to find what was needed. But now, I can simply walk into the store and get what I want because we were asked to code everything. I simply get to fill in a form and I will inform the store man when he comes," Mr Twagala explains.

### **BGV drumming up ISO Certification through UNABCEC**

First, we need to clearly understand what ISO certification is and how it relates to the benefits that a firm like Costa is enjoying.

According to Ermias Kiros Gebreegzjabher, an ISO certification consultant, ISO is an internationally recognised organisation that issues certificates to firms and companies that comply with a certain set of quality management systems. He adds that the benefits of embracing these systems and becoming ISO compliant are immense. For this reason, BGV (Baugewerbliche Verbände), a German funded organisation, is keenly working to interest East African construction firms in becoming ISO compliant.

To achieve this, BGV is working in close partnership with UNABCEC, (Uganda National Builders and Construction Engineers Company), an umbrella body that brings together Ugandan players in the construction sector. BGV is looking at highlighting the benefits of ISO certification to the members of UNABCEC in addition to providing trainings regarding capacity building such that Ugandan companies too can start reaping the harvest that comes with the certification.

### **A lot more to the ISO Certification**

Speaking about the benefits of ISO and how it can help companies to work efficiently while achieving the desired goals and objectives, Ermias, who is also working as the BGV Project Assistant for Ethiopia where this programme has been going for some years, says a company will not have to fall apart because one technical person leaves the company.

"If a firm has established procedures on how to bid and procure, and these are clearly written out, then

they do not have to beg, plead or offer better payment (which is sometimes outrageous) just to maintain the person," he says, portraying the scenario in most companies without an ISO environment.

The BGV project coordinator in Uganda, Anna Fuchsmann, gives even more benefits of ISO certification.

"First, a company is more likely to have happier employees because of reasonable workloads and fewer conflicts over who does what," she notes. Scenarios of some people getting overworked will lessen since ISO consultants sit with each person and scrutinise their workload.

"With ISO, the manager should know what s/he wants people to do and this should clearly be written down because when we talk only, half of what is said is forgotten," Fuschsmann explained. "This kind of documentation, with expectations clearly written down, makes it easier to train someone new on the job".

Twagala also shares his experience at Costa since ISO walked through their

*"Previously, some people would overstep their boundaries but now work is systematic and everyone knows what to do. We had policies and procedures but without an oversight body. Now, the internal controls have been strengthened because we do not want to see our certificate rescinded".*

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doors: "Previously, some people would overstep their boundaries but now work is systematic and everyone knows what to do. We had policies and procedures but without an oversight body. Now, the internal controls have been strengthened because we do not want to see our certificate rescinded".

Fuchsmann who joined GTZ-IS (Gesellschaft fuer technische Zusammenarbeit - International Service) as an ISO Expert in 2006 says when construction of 15 new Universities was funded under GTZ-IS / Ethiopian Government partnership University Capacity Building Program, It was mandatory as per the contract for all contractors and consultants on the project to get ISO certification. She guided 18 construction firms under CCAE (Construction Contractors Association of Ethiopia) to acquire ISO certification. She further relates some of the successes that came to these firms after the certification.

"With the kind of documentation that is demanded for certification, compliant firms get the confidence to bid and compete for big jobs, and much as their prices are often higher, they usually get to win these tenders. There are some NGOs, especially those funded by, say, the World Bank, that would prefer to work with ISO certified construction firms," Fuchsmann says, adding that these deals are usually lucrative and improve the profile of the firm.

Suppliers are also more comfortable working with such firms because this certification is somewhat synonymous with seriousness in doing business, honesty and a good name that the firm protects jealously.

### **The Joint Venture benefit**

According to Fuchsmann, certification also makes it easier for local firms to find partners on the international market since most of our domestic firms do not have the technical and financial capacity to take on big jobs.

In this event, Ministry of Works prefers (a preference that will soon pass into law) that 20% of the job be done by a local firm. However, without certification, most of these international firms will not risk partnership with a local firm that still works under the traditional system regardless of how rich its "CV" is, explains Fuchsmann.

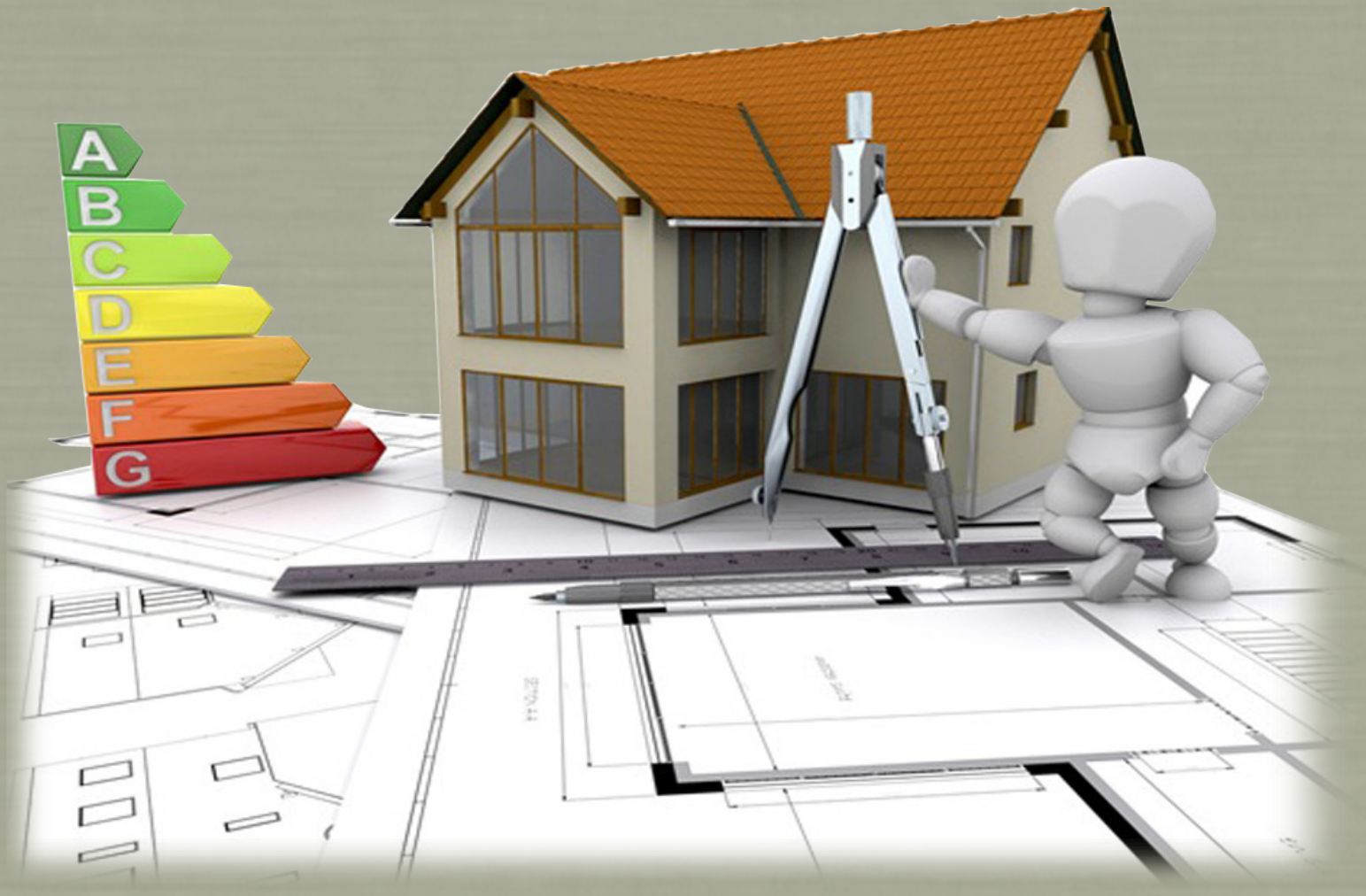
Kenya wanted local firms to benefit from big construction deals, and so a law was recently enacted that allows for two small firms to join hands and take on a big deal, a marriage that will happen easily if both companies are certified. Fuchsmann notes that this certification is a big marketing advantage and business will inevitably start flowing, so much so that there will be no room for viewing every firm as competition.

*"It is important to have these joint ventures because when you come together, you will have a much bigger human resource and you stand to win bigger projects and thus end up with higher profits than if you were working individually. It is also easier to import when you come together,"*

"It is important to have these joint ventures because when you come together, you will have a much bigger human resource and you stand to win bigger projects and thus end up with higher profits than if you were working individually. It is also easier to import when you come together," she explains.

"Certification also adds a professional edge to a company that says 'I am a Ugandan company but I know what I am doing'," Fuchsmann explains.

*Kol Services*





# TOWARDS AN OPTIMAL MIX OF KNOWLEDGE AND SKILLS

By Nick Twinamatsiko<sup>1</sup>

Amongst the technicians and craftsmen currently in the engineering industry, there are some who have never attended educational institutions – who have acquired all their skills through observation and practice. They probably started out as porters and rose through the ranks as they acquired the skills. And then there are those who have educational certificates but are utterly clueless about the actual work they need to do. They have to start learning from scratch when it would seem to an observer that their learning is at some kind of end.

These two types of workers are not representative of the entire industry, but they represent a substantial fraction, or at least a substantial fraction falls along the continuum the extremes of which they represent. The two types are not figments of my imagination, but evident realities: I know a gentleman who has never attended a technical institution but who has been hired by multinational construction firms to work as a foreman on several of our highway projects and who has executed his duties with distinction.

The two types of workers are especially interesting when you consider their economic implications. One type didn't cost the country a single penny while acquiring

the skills; on the contrary, they contributed something to the treasury as they rose through the ranks, the other type cost the taxpayer a great deal, but they still lack the skills possessed by the former.

Of course the trained-on-job workers would have a greater work capacity if they were familiar with engineering theory. Indeed, faced with situations that require engineering judgment, they may make decisions that prove disastrous, even fatal. But it's important to know the type and amount of theory they



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(Skilling Uganda) seeks closer involvement of the business community and employers in BTJET. The following is an extract from the document (available on the website of the Ministry of Education and Sports):

“Strong employer involvement is a key ingredient in a relevant and dynamic system of skills development as employers tend to know best what skills are needed. Training

actually need, for beyond a certain point (in terms of quantity and relevance) of theory acquisition, there would be diminishing returns on the investment of personal time and national resources. Any measures to reduce the waste serve our economy well.

The recent changes in the curricula for technical institutions, with introduced emphasis on practical skills and ‘real life projects’, represent a step towards the mix of education and training that most effectively and efficiently serves national development targets. They represent a sound philosophy of imparting skills primarily through practice, and ensuring that the students contribute to national development while acquiring the skills. A visitor to our technical institutions will find impressive buildings and machines that are outputs of ‘real-life projects’, and that now serve the institutions as staff quarters, classroom blocks, and the like. There is something tangible to show for the state’s investment in these students, besides the strong indication that the students will eventually easily blend into the world of work. By cutting on the theory and requiring students to spend more time in a field-like, albeit college-based, environment, the curricula changes have trimmed the educational waste that has, for decades, been heavily detrimental to our economy.

But more needs to be done, and key among these is the strengthening of the links between educational institutions and industry players. It’s therefore fitting that the recently launched Uganda Business, Technical and Vocational Education and Training (BTJET) Strategic Plan

delivered by companies is typically better and more aligned with the requirements of the labor market because trainees are exposed to the real world of work... Own training activities by employers, either in-house or delivered by external training providers, will be supported. To this end, the GoU (including the Ministry of Finance, Planning and Economic Development) in cooperation with employers and their associations will work out and launch an attractive incentive package, which may include tax incentives and cost-reimbursements once the training levy is set up. The provision of internships is currently not sufficient to meet the growing demand. Together with employers, the BTJET Department will develop a plan to improve the availability of internships. This will include, among others, a flexibilization of the academic calendar to ensure that internships can be provided all year round.





Furthermore, pilot programmes for the development of partnerships in training (e.g. dual training), will be supported."

This plan – or at least this part of it – should be actualized. Students already receive annual industrial training, but we should aim at making this training better structured, more relevant, and more beneficial to all the parties involved. There are currently very many instances of students receiving training that adds nothing to their skills, either because the workplace is wrong, or because the timing is wrong. Besides, many organisations, rightly concerned with bottom lines, don't restructure or adjust their operations so as to position the trainees for maximum acquisition of skills.

The introduction of incentive packages would therefore be a step in the right direction.

Finally, just as industry is being taken to schools (through 'real life projects') it is laudably envisaged in the BTVET Strategic Plan to bring school to industries. Organisations will be encouraged with incentives to train their own workers. This training will be total, imparting relevant theory as well as practical skills, and will be recognised by government. The highway construction foreman I have referred to above will therefore have his knowledge gaps filled, and will be equal to situations that require sophisticated engineering judgment.

The developments bode well for future youth employment and the national economy in general.

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# CONTRACTORS DETRACTORS

## *The Construction Industry and Taxation*

By Nicholas Agaba Rugaba<sup>1</sup>

According to the background to the 2013-2014 budget, private and public construction activities accounted for half of the value of economic activity in the Industrial Sector, and for 13 percent of the GDP at current prices. The Industrial Sector consists of manufacturing, mining, electricity generation and the construction industry. The sector is estimated to have grown by only 1.7% in FY2011/12. This represents a sharp decline from the 7.8% growth in FY2010/11. There was a fall in public construction due to the tight fiscal conditions, while private activity in the sector slowed due to the unfavourable economic environment. The situation has not improved much for the last 3 years. The macro-economic fundamentals such as inflation and foreign exchange pressures continue to exert a negative impact on the construction industry.

Owing to the government's deliberate policy to drive infrastructure development, the sector also commands close to 10% of the national budget in allocations to roads and infrastructure projects to a tune of Ugx 1 trillion. This offers prime opportunities for construction contractors and firms to do business as the country makes baby steps towards its journey to becoming a middle income economy in the next decade or so. However, some challenges come to the fore with terms of construction contracts and tenders, financing and project management that are at the heart of the formal construction business in Uganda.

A key input in the industry is construction materials e.g. sand, aggregates, timber, cement, steel, etc. Most of these are increasingly supplied by informal and unregistered SMEs e.g. hardware shops and warehouses. Contractors and project developers have to make a choice on whether to procure their construction materials from informal and unregistered business that tend to offer lower prices or from registered and formally incorporated firms that are registered for tax purposes e.g. VAT. It is increasingly becoming a challenge for construction firms to resist the benefits that accrue from tax avoidance and tax planning. For example, if a contractor buys 100 square metres of tiles at Ugx 30,000 per square metre from any unregistered or informal hardware shop in downtown Kampala, it will cost them Ugx 3,000,000. If one was to

buy the same from a formal and tax registered store like CTM Kampala, the charge may be Ugx 35,000 (VAT inclusive) per square metre. This makes a total invoice price of Ugx 3,500,000. Whereas one can use the CTM tax invoice to claim input tax while filing the VAT return, the price is higher compared to buying from an informal/unregistered hardware shop. This poses many challenges in terms of tax planning, tax avoidance (which is actually legal), working capital management, and contract financing. In an effort to minimise construction costs, one may prefer to buy from the informal and unregistered hardware shops or timber dealers. This is both unfavourable for the government and the formal contractors. The government misses tax revenue on the bulk of the sales in the informal sector, while the contractor misses the benefits like purchase discounts, credit facilities, and better tax planning accruing from procuring materials from formally registered firms

There is need for review of the regulatory framework so that formal construction companies and dealers gain dividends from going formal. The low tax to GDP ratio for Uganda (currently at 11% and the lowest in sub-Saharan Africa) continues to hurt our efforts to achieve middle-income status by 2030. There is need to clamp down on the informality in the sector that is hurting both construction firms and the government coffers. The majority of construction-material dealers make annual sales in excess of thresholds set by the Uganda Revenue Authority for tax registration. We need to make deliberate effort towards construction material dealers embracing formality and tax registration in an attempt to go formal and uphold corporate governance principles. This would even improve the ability and opportunities of construction firms to engage in robust tax planning and tax avoidance, which are key to business success and growth in terms of profitability, cash flows and working capital management. The TREP (Tax Register Expansion Project) initiated by the Ministry of Finance, Planning and Economic Development is a step in the right direction. The key partners – URA, KCCA and URSB – will go a long way in helping construction material dealers going formal and this will benefit the construction industry as a whole.



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# MAJOR SUCCESS DETRACTORS FOR MOST CONSTRUCTION COMPANIES IN RWANDA

By Eng. Kazawadi Papias Dedeki<sup>1</sup>

Generally, companies are required to effectively carry out business transactions in an organised way to achieve the purpose of execution of operational goals. For any construction company to succeed it must continuously focus and ensure a worthy market, effective leadership, productive staff, modern equipment and facilities, effective systems and controls, customer satisfaction, innovations and creativity with adaptability. Instead, our companies are currently characterised by poor growth due to insufficient profitability and strengths for sustainability.

All actors need to change their attitude and style of conducting construction businesses professionally in order to overcome major success detractors of expertise, taxes, debts and inflation.

- **Expertise (education and experience)**

Many construction companies are owned and run by uneducated and inexperienced people because there is no mechanism that ensures the operations of companies are done by professionals with skills and competence. People do not value training as a key to sustainability but we know that they need to have consistent mentoring, coaching, alignment, recognition and engagement by taking profit as an appropriate tool where companies employ people who are assets and not liabilities, proper utilisation of available resources, organisation that facilitates good communication, and develop an appropriate formula that leads to unique company identity through continuous improvements and trainings.

- **Taxes**

Most people enter construction business without knowing the real complexities of works to be performed, types and nature of taxes involved and when they are due. Like it is well known that ignorance is no excuse, many find themselves in problems of paying penalties as a result of the fact that they are unaware of certain tax laws which leaves them with less or no profits at all. This is evidenced from the current law in Rwanda for example that requires one to pay additional 50% and 60% of due taxes payable as penalties when declared and none declared respectively. You can imagine when due dates come while waiting for payments which have not yet been received due to delays beyond your control and companies/people end up being affected by such penalties.

- **Debts**

Some people think getting a loan and paying it back in time is easy but it is not. It requires a lot of discipline and commitment which is rare among our operators and stakeholders. We have seen and heard of people who get business loans and use them on things other than what the loan was intended for hence affecting the potential of expected servicing.

- **Inflation**

This is a factor which negatively impacts on the profitability of the business because many projects take longer periods to complete. The delays are usually due to factors like poor scoping and delays in payments of certified invoices. Notwithstanding, revision of prices is not automatic to all projects all the time.

In Rwanda, like other developing countries, the industry is faced with various challenges, including corruption, poverty, low wages, laziness, bad habits, bad attitudes, bad influences, and pressure from friends and family. To overcome some or all of these challenges, there is a need to obtain necessary skills on the above mentioned detractors with the aim of turning the focus and discipline into habits by conquering worry, fear and indecision. My personal belief is that success in construction is about focus on intensification rather than diversification, proper planning, management, diligence and long term control.

<sup>1</sup>Eng. Kazawadi Papias Dedeki, is a certified Master International Project Manager, an Arbitrator, a Commercial Mediator and the Managing Director at Star Construction Company Ltd. With over 16 years of working experience in the Rwanda Construction Industry sector. Email: kazawadip@gmail.com



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# The White Elephant on Kampala Streets

By Conrad Kuzooka

It is amazing what Kampala City Council Authority (KCCA) has done compared to the old KCC. I mean, from beautifying, cleaning, landscaping, constructing of roads to, well, demolishing any building found with planning and design irregularities. This has been welcomed by most people saying that the system is now efficient and all thanks to Jennifer Musisi, or as I would like to refer to her—Jenny from the Block. But let's face it; is it the right thing architecture-wise? Let's take a few examples.

## The Landscape Projects at Watoto Church and Opposite Bukoto flats

I have argued time and time again that Jenny from the Block is doing amazing work but she's doing it the wrong way. And when I say right work in the wrong way, architects I have had this conversation with seem to convulse. We shouldn't be quick to celebrate Jenny's achievements because anyone else could have done them. The question here is whether it was done right.

The landscape project at Watoto is beautifully composed but is it a landscape for people who use that space? I mean, let's not go into the 700 million shillings budget, but NO, let's go into the 700 million shillings budget. If I was given 700 million shillings as an architect/Student of architecture, would I still achieve what she placed there? The crucial questions in that case would be: Would I use more money than Jenny? And would the result respond to the users' needs?

Is a Kampala person the kind that would sit and stare at the fountain at Watoto Church? Bombo road is one of the busiest roads leading into town; so does having such a landscape feature speak to our culture, our people, or our landscape? Yes, there are flowers but are they our kind?

In Bukoto, where the landscape project currently is, the very long walkway used to be a series of shops that had risen out of a need; a need to service that area. The shops didn't crop out of nothing. There were bars, airtime shops, mobile money shops, retail centres and food places. And now, it is just a long walkway that is rarely used. Where do the people staying in those flats go to get food, drink or buy airtime?

What Jenny is doing is amazing, but an elephant is an elephant, whether white or not. Beautifying the city should not just be the main goal. The city is supposed to be for the people. Kevin Lynch and Le Corbusier all wrote about cities and what they believed the cities should be like, and at the HEART of the CITY is its people. What Jenny is doing is putting make-up on a city – very green, with various cultures – but not for the people. No one ever uses these spaces. So, is it worth building a city that is NOT FOR THE PEOPLE?

## Concrete Dustbins

Well, this is just amusing. So the plastic bins have failed, let us put concrete bins, right? My worry is, concrete bins have an element of permanence, but were the plastic bins a problem or was the problem the people who still do not know how to use them or a system that does not frequently clean them? This just reminds me of projects you do where you have the finished product in mind, and you still cannot explain how you got there, but the project works fine.

My request is that KCCA starts responding to the people and that the architects working with KCCA, for KCCA or partnering with KCCA need to be like architects, think like them, and design like them.

Kevin Lynch's *An Image of the City* states that cities need to be pleasurable and legible for the people. Maybe Jenny from The Block needs to read a bit of Kevin Lynch.



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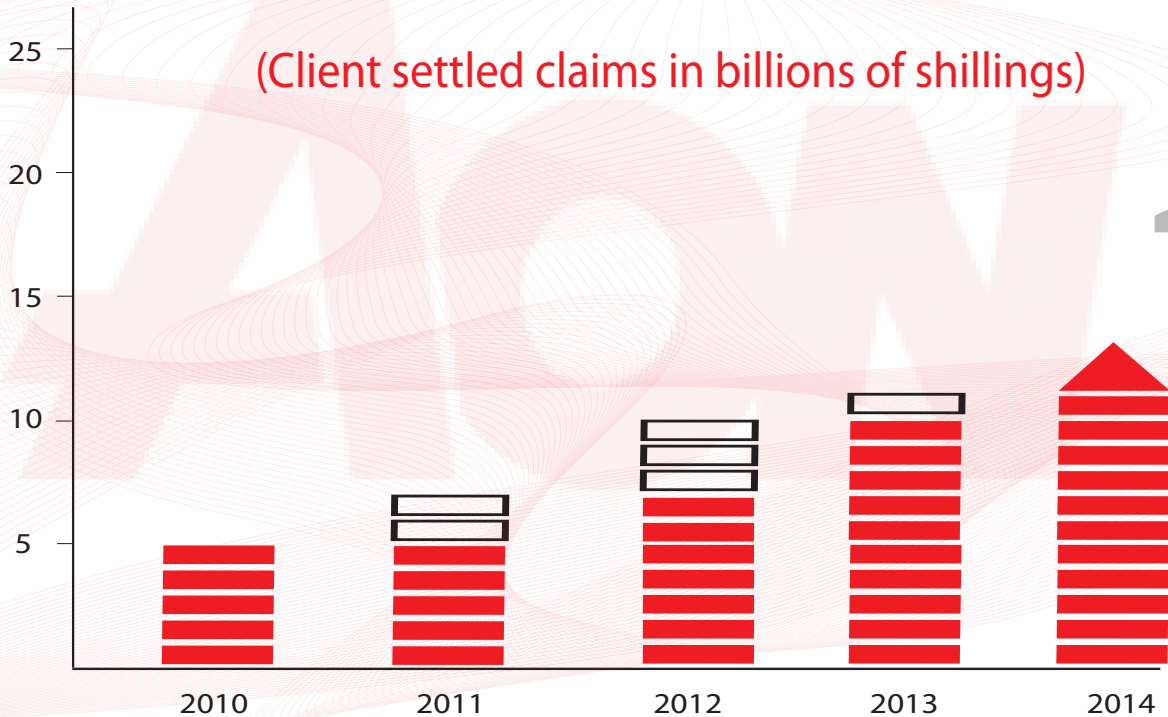


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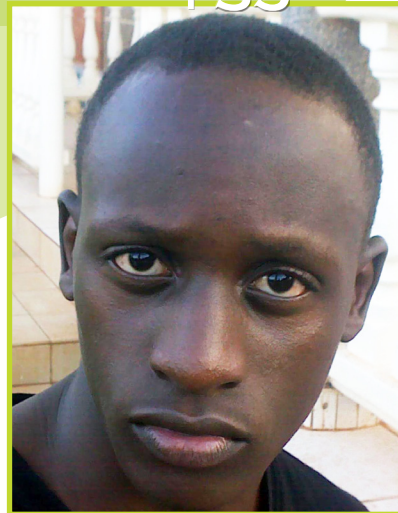
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# Spreading The Gospel of UNABCEC



Amos Mwine<sup>1</sup>

As a young man and an employee of UNABCEC, if there is one thing I have come to appreciate it is that it is important to know that **TOGETHER, WE ACHIEVE MORE** which is one of the core values of UNABCEC. UNABCEC is a non profit, non political, member-driven association bringing together building and civil engineering contractors as well as construction-related materials manufacturers and suppliers.. The team tasked to spread the "gospel" of UNABCEC is the Sensitisation team which I lead.

The Sensitisation team – What is it? How does it help the association? How is this team relevant to the construction contractors' community? Although UNABCEC has been around for over 20 years, many contractors and engineers have no connection with it due to the previously "lax" nature of the association. UNABCEC has had its challenges in the past and has not been able to carry out its mandate as expected. However, a new and reinvigorated team has come in to revive the association and make it more relevant to the industry. A group of young personnel was needed to spread this message, and this group was the sensitisation team. It consists of 12 young and well trained personnel that are adequately equipped to go around contacting contractors

and other stakeholders in the construction industry, informing them about the benefits of being a UNABCEC member and of course the requirements needed. Now, because this programme has just been initiated, it is easy to see why many contractors, especially those outside Kampala, do not know about it as yet. It is just as well because as with anything good, it is all going to take time to achieve since the sensitisation team intends to extend its reach to



other areas of the country within this year.

For now, the team has managed to reach out to over 90 contractors within Kampala and while some promise to join, there are those who are a bit reluctant. They may not say it out rightly, but it could be because they don't really see why they should join the

association. As the sensitisation team, this is exactly the kind of mentality we want to eliminate. We care about contractors and we want them to succeed in business which is why we go out into the field to sensitise them about the benefits of joining UNABCEC. For example, a contractor will not be able to access the Construction Guarantee Fund set up with the help of CrossRoads (Creating Opportunities for Sustainable Spending on Roads) unless they are a member of UNABCEC. And here, it goes without saying that once one accesses this fund their business will benefit in terms of operation ultimately making more profit. In this way, the capacity of local contractors to handle huge contracts will be increased. Traditionally, the huge contracts have always gone to foreign firms because the local firms have lacked the requisite capacity. Therefore, the capacity of contractors will also be increased through networking and sharing between contractors.

The team does face some hurdles, however. Contractors are also naturally busy people so it's not easy to get to them. The team also has limited resources to effectively do its work but that said, the team and everyone at UNABCEC is determined to change the face of the construction sector in Uganda.

<sup>1</sup>Amos Mwine is in S.6 Vac and is one of the UNABCEC sensitisation officers under the association's vocational employment progra-mme.

# Illusions of a Constructor



By A. Aroriza

"Did you see the e-mail I sent you?" he asked as he peered atop his spectacles looking down on me across a cocktail of books neatly piled on the elegant mahogany table in his office. Oh, the e-mail: I thought as I shifted uncomfortably in a rather comfortable office couch. Why would I be here if I hadn't seen it? Even as I sat there, I could see it – almost vividly – in my mind.

*Dear Constructor*

*A friend of mine recommended your services. He told me you designed and built his house. I must say it's a beautiful one.*

*I also want a house that elegant though I'm not yet sure how exactly it should look or how big it should be. I suppose however, anything between 3 bedrooms and 12 bedrooms can do.*

*There are just a few aspects about Frank's house I don't like. His sitting room can only accommodate one sofa set. I want mine to accommodate 3 sofa sets. Only his master bedroom is self contained. I want all the bedrooms in my house to be self contained. Where does he keep his car? Frank's house has no garage. Mine must have a double garage space. The last aspect I don't like about Frank's house is the cost. I want mine to cost less than his.*

*This being a family house, I would like every member of the family to participate in the design. My wife and son would like us to have a single storey house while my daughter prefers a double storeyed house. My mother in law insists she has to have a self contained room separate from the house since she can't sleep in the same house with*

*her son-in-law. I want her wishes considered as she visits us at least once a year. My mother doesn't particularly agree with my mother-in-law in this regard. She prefers a private guest bedroom with-in the house but I'm sure you will harmonize all this and design a house that suits every one of my family members. Of course I still reserve the last say and can disregard whatever you come up with.*

*My family is passionate about the environment. We have already planted some trees in the plot. You must ensure that none of these trees is cut or destroyed during construction. My father-in-law planted some fruit trees in the middle of the plot for our children. These must stay. Note, however, that I don't want you to use the location of these trees as an excuse to give me an irregular shaped house.*

*I also don't want you to grade and level my plot though I'm aware it's steep. I want to remain above my neighbors who have graded theirs. Be alerted nonetheless that I don't want these high foundations that are almost a storey-high like the one I saw on Frank's neighbor's house.*

*Your first priority is to develop a number of design options, each with its plans, specifications and cost estimates. It is not necessary at this time to do the real design since the drawings will be used only for construction bids. Keep in mind that the house I ultimately choose must cost less than Frank's and that you will be held accountable for any increase of construction costs as a result of later design changes on which ever option I would have chosen.*

*Don't bother me with small details right now. Just develop the overall plan of the house and paint the big picture. Have no worries about acquiring the resources to build the house itself. Once I approve these plans, however, I expect to sleep in the house in one month's time.*

*I will take you to my boss's house and show you how he managed to incorporate a swimming pool with-in his house. You didn't do a swimming pool at Frank's but with astute engineering, I believe you can design one into my house without impacting the final cost. I don't like the ceramic tile floor finish at Frank's. You should consider a granite floor for mine. However, keep in mind that my wife loves parquet.*

*You must be elated to be working on a project this fascinating! I want you to use the latest techniques and materials and I'm giving you all the freedom in your designs – something I know you rarely get from your 'design and build' clients.*

*We can meet at my office as soon as you have some ideas and plans to present.*

*Yours truly...*

"Yes I saw it" I said, and boy was it colorful; I thought.

"So what did you think? Do you have something for me already?" he adjusted his spectacles, lowered his hand and stroked his chin with his thumb and first finger.

What did I think?! That, he really didn't wanna know. But I had something for him alright: The news that I hadn't come up with anything yet!



# UNABCEC Certified members' list.

Name of Organisation	Class	Contact Person	Position Held	Telephone Number/Mob	Physical address
AB Construction Ltd	B	Otim Abubaker	MD	"0783 191900 "	Plot 107 Oyam Rd
Abubaker Technical Services & General Supplies Ltd	B	Juma Kutakulimuuki	Director	0772-577781 0392-949990	Plot 1021 & 2687 Bweyogerere
Adams Engineering Services Ltd	A	Kakudidi Frank	Technical Manager	0772-468423 0772-443287	Plot 575, Gayaza Road
Adapt Technical Services Ltd	B	Ssenozi Robert	MD	752754060 772708200	Plot 1376, Kyadondo Block 214 Kisaasi
ADSG Investment (U) Ltd	D	Dennis Atugonza	MD	0782-244064 0782-852588	Seven sisters Bldg Hoima Road Nansana
Alkom Investments Ltd	B	Omona Jojn Kennedy	MD	0782-853011 0714-853011	Plot 16, 8th street Ind Area
Allied Friends Investments Ltd	D	Tusiime John	Managing Director	0782-402267 0752-558469	Kyegegwa Kyenjojo
Alma Connexious (U) Ltd	D	Okumu Gerald	Managing Director	0772-414396	Plot 13,Njeru
Alpha Gama Eng.Ent. Ltd	A	Eng. P.R.Gakyaro	Managing Director	0772-966392 0702-966392	Plot 58 Entebbe-K'la Rd-Kajjansi
Altaziel Group Ltd	D	Mr.Aropet Isaac	Director	784313859	Plot 29/33 Amber H'se
Altech Engineering Services Ltd	B	Brian Osuna	Director	0772-566525	Plot 56-60 Ambassador H'se K'la
AM and ML Investments Ltd	B	Apollo Kansiime	Managing Director	0772551377 0702502165	
Arab Contractors (U) Ltd	A*	Eng. Samy Shehab	General Manager.	0392-786340	Plot 20 Upper Naguru East Road.
Armpass Technical Services Ltd	A	"Francis Karuhanga Mrs. Elizabeth Muhaibwa	"Managing Director Project Coordinator"	"0772 436 595 0701 581 633 0752 736 595"	"Plot 1243 Mbalwa Road Opposite Namugongo shrine"
Associated Enterprises & Construction (U) Ltd	B	Kamukama Charles	Project Director	0414-541926	Plot 63 Hoima Rd
Atlas Divine Construction Ltd	D	Patrick Kimongo		772870210 713972323	Plot 632 Kayemba Rd
B.A.C Construction Company Ltd	C	Oruk Alex	Managing Director	0772-348627 0772-686440	Ambook Road, Balla Road.
B.V.S Construction Ltd	A*	B.J.Reddy	Director	0772-790075 0414-200395	Plot 1693,1828 Zana
Baamu Building & Contractors Ltd	D	Kajura Silver	Director		Kifuka Tradg Centre Kyenjojo
Babcon Uganda Limited	A*	Godfrey Zaribwende	Managing Director.	0772-755011 0414-22032	Plot 30 Kome Crescent Luzira.
Babuge Trading Company.	D	Bigasaki Bwambale	Managing Director	0772-586952	
BCR General Ltd	A	Baguma Crescent	Managing Director	0772-757091 0392-725709 0414-257093	Plot 3-7 Spring Rd Wankoko K'la
BMS Minerals Ltd	A*	Steve Allard	Operations manager	0755-221023	Plot 82 Luthuli avenue

Brain Brothers Contractors Ltd	D	Ms. Suzzane Okao	Managing Director	0474-320106 0392-480558	Plot 1-3 Oyam Road.
Bridges & Buildings Ltd	D	Francis Ogwang	Operations Mgr	0772-656379	Plot 24126 Ganesh Plaza Entebbe Rd, K'la
Builcon Limited	B	Kyabaggu Edward	Managing Director	0777-792229 0414-233467	BLCO Building Room 7,Plot 32-36
Buyela Building Contractors Limited	C	Mr. Charles Walimbwa Peke	Managing Director	0782-755565	Plot 235/236 Tororo Road, Mbale.
BVC Milano Ltd	D	Gioiobanni. C.	Managing Director	0794-222008	Plot 78,Prince Charles Drive Kololo
Bwisonkere Construction Co. Ltd	D	Mr. Mungosi Yokolamu	Managing Director	0414-347567 0772-680255	1. Plot 23, Kumi Road,Mbale. 2. Plot 122, Mbale Industrial area.
Byiringiro Building Services	C	Ms. Rebecca Mirembe Aniku	Managing Director	0715-436762 041-510309	Madrisa Zone Makindye.
Cementers Limited	A*	"Mr. Razak Mr. Y. Saikiran "	"Director. Operation Manager"	0414 346 847 0414 346 803	Plot 130 6th Street Industrial area
Chief Constructors Ltd	D	Atuhaire Andrew	Managing Director	0772-485588	Plot29 Kanyeka Close Mbarara
China Jiangxi International (U) Ltd	A*	Peng Lu	Chief Director	0775-110166 0414-285166	M458C Intinda Industrial Area
China Nanjing Int. Ltd	A*	Mr. Lu Guigem	GM	0414-220462	Plot M451, Banda, Jinja Rd
China National Aero-Technology Int. Eng.corp.Ltd	A*	Chen Zhijun	Project Manager	0414-532456	Plot 1 Saddler Wall, Kololo
China Railway Jianchang Eng Co. (U) Ltd	A*	Hou Pandong	Managing Director	0775-042540 0775-042446	Plot 31, Prince Anne Drive, Bugolobi
Civi Contra (U) Ltd	C	Asiimwe Patrick	Managing Director	0772-875667 0392-962373	Plot 7 Mkt street Nakasero 1st floor, Suite no.3
CME Enterprises Ltd	D	Eng Ojilong Charles	Managing Director	772446135	Plot 1 Akabwai Road
Coil Limited	A*	"Mr. Ram Mohan Ms. Jacquelyn Tusiime "	"Managing Director. Admin Manager"	"0772 700 600/1/2 0717 200 200 0414 342 725 0414 342 724	Katalima Road, Plot 59 Naguru
Complant Engineering & Trade (U) Ltd	A	Mr. Zhou	Managing Director.	0414-566791 0772-768968 MD 078567368 0392-758 785	Plot 609 Bombo Road -Kawempe.
Costa Construction Services Ltd	A	Jonathan N Wanzira	Managing Director	0712-502070 0414-510209	Plot 360 Nsambya by pass
Crestanks Limited	A*	Mr. Anil Patel	Financial Controller.	0312-262015 0414-348973/235470 0772-466571FC	Plot No. 86-76, 6th Street Industrial area.
Damuco Enterprises Ltd	C	Muhwezi Lawrence	MD	0772-402883	Plot 29,Luwum street,Kizito Towers 7th Floor
Dayone Enterprises Ltd	D	Mr.Ariko Lawrence	Managing Director	0772-567304	Plot3 Ebesu Rd. Soroti town Eastern Division
Delta Engineering Ltd	C	George Mabweijano	MD	0772-754009 0414-575437	Plot 1376,Kyadondo Block 214 Kisaasi
Devayani International (U) Ltd	D	Ghanshyam Patel	MD	0414-669740 0414-669745 0712-615855 0704-615855	Plot 10 Block 57 Ndeeba-Kabowa Mosque-kampala
Diamond Contractors Ltd	B	Eng. R.M. Kasozi	Director	0392-791604, 0772-578178	Plot 668 Ebbe Rd Kibuuye



Dott Services Ltd	A*	Mr. Maheswara Reddy	Managing Director.	0414-566140/027 0772-911207 0414-346772/3/4	Plot 349 Bombo Road Kawempe After Kawempe Police Station.
Dynaco Ltd	C	Eng Jonathan Tugume	Managing Director	772630834	Plot 5270, Najera Kira Rd
Eastern Builders and Engineers Ltd	A	1-Mr. William Kakuru 2-Mr. Edward Rwotber.	1-Project Manager. 2- PRO	"0414 286078 0772 470739"	Plot 104 Ntinda Industrial Area.
Eclipse/Edilsoil J.V.C Company Limited	A	Mr. Wandila Daudi	MD	0414-255069 0414-220504	Plot 8/2 Siday Bin Street Nakasero.
Efra Limited	A	Mr.Edmond Rugunda L.	Executive Director.	"0772 416 345 0772 481 589 0772 417 818 0414 240 919	Plot M256 Ntinda Industrial area
Epsilon Uganda Ltd	B	Moses Kitaka	Engineer	0414- 252076	Plot 1413 Mbogo Rd
Eta Eng.Works & Supply Co. (U) Ltd	A*	Eng. Eliab Tumwine	MD	0772-417818 0703-717818	Plot 01/03 Rm 37 Barya Plaza Mukhansing Street Mbarara Town
Eureka Contractors Ltd	B	Keneth Besigye	Director-Technical	0414-236305 0772-501275	Plot 51/53 Nkrumah Rd
Excel Construction Limited	A*	"Mr. Malkit Singhi Saini Mr.Satvinder Saini (Vik) "	"Managing Director. Director "	"0434 122 068 0414 505 959 0752 229 955"	Plot 43-45 Republic Way Jinja
Ezekiel Logistics Limited	D	Mr.Alex Mutabaazi	Managing Director	041-272141 077-404609	Nalukolongo, Masaka Road, Next to Kobil Petro Station, 2nd Floor
Farm Engineering Industries Ltd	A*	"Taranjeet Singh Padhaal Mr. Basil Tyaba	"MD Logistics Consultant"	"0752 222 666 0752 734 447"	Plot 127-131,6th street, Industrial Area
FlexiHome Limited	D	Ahikiriza Aaron	MD	0414-690798 0782-454041	Plot 15 Ntinda Rd Commsoft Building
Formular One Civil Eng. Co. Ltd	D	Enyang Tom	Director	0772-466814 0782-426100	Plot 21A k'la-Entebbe Rd
Gajjar (U) Ltd	D	Ashish R Mistry	Asst Director	0774-110176	Dokolo
Gema Utilities Ltd	D	Mr.George Mabweijano	MD	0772-754009 0772-754087	Coric House Plot 8 Muteesa II RD Wankulukuku
Gemuka Enterprises	C	Murumba Gershom	Director	0782-027003 0772-683549	Plot 6 Kiyansano Rd
Gephisat (U) Ltd	D	Moses Geyoleka	Managing Director	0784-93956, 0772-606948	Blue Sky Building Bundibugyo Fort Portal RD Bundibugyo Town
Goya & Sons Ltd	C	Alphowse Otto-Odoc	MD	0712-617233 0752-302745	Plot 16 Nehru Rd
Grand Agoli M & F Investments Ltd	B	Mr.Obita Matthew Lafim	Managing Director	0772-496616	Rwenzori Rd Plot 46 Sanyu Selevomo Buildg Kasese
Gravity Technical Services Ltd	C	Julius Mugerwa	MD	0712-244033 0414-386522	Katwalo H'se plot 12 Muteesa 1 rd Katwe
Harmony Technical Services	D	Mr. Samuel Eliba T.	Managing Director.	0772-612730 0772-525598	Lira
Heart General Engineers & Contractors	D	Akello Esther	Managing Director	0772-684447	Plot 2 Opiyai Rd
Hima Cement Limited	A*		Managing Director.	0312-213100 0312-213200	Centre Court next to Kampala Club.
Home Builders Ltd	C	Eng.A.G. Lubowa	Managing Director	373903 075667123	Plot 640 Kyanja Gayaza Rd
Hua Xia International Construction Co. (U) Ltd	A*	Mr. Felix Chen	Company Secretary	0781-798347	Plot 1256Najeera Rd Ntinda

Intellect Builders & Contractors Co. Ltd	D	Mr. Michael Odwa	MD	0471-32541 077-684186 077-397953	Gulu.
Investment Masters Ltd	A	Herbert Wamala	MD	234588 071700300	Plot 56/60 K'la Rd
Iota Construction Limited	D	Mr. Pius Mugerwa	Managing Director	0752-742149 0772-742149	Nalukolongo after Kobil Petrol Station (approaching Natete).
Ishaka Muhereza Workshops & Bldg Construction	B	Julius Barhooza	Managing Director	039944603 '0772461511	Mbarara Rd-Basajjabalaba Hides & Skin Bldg
J.B United Civil Eng. & Contractors Ltd	B	Mr. Johnson Ocol	Chairman	047-320184 077780358C/M	Plot 12/14 Aber Road.
J.S Engineering Works Limited	C	Mr. Olobo James	Managing Director	0772-403882	Plot 1A Balla Road, Lira.
Jakko Contractors Ltd	D	Basangwa Johnson	MD	0712-330981 043-353143	Plot 14 Kitimbo Rd
Jami Construction Company	B	Eng. Jonathan Mwedde	Director	041-347567 0772494329	Plot 123/125, 7th Street Kampala
Jetpatcher Uganda Ltd	D	Mike Croslow	Director	781544625 794508492	Plot 104/105 Sir Appollo Kaggwa Rd Old K'la
Jetpatcher Uganda Ltd	D	Mike Croslow	Director	781544625 794508492	Plot 104/105 Sir Appollo Kaggwa Rd Old K'la
Jhajja Enterprises Ltd	D	Katusabe James	Director	0772682034	Plot 16B Kajara Rd
Jiemke Limited	B	"Mr. Jeff Kagonyera Mr. David Mayamba "	"Managing Director. Technical Manager"	"0772- 481 476 0772- 476132 0752- 481 476 0772- 481 476 0414- 257 581"	Plot 676 Lubiri Ring Road Kibuye Kampala.
Josemark Construction & General Services Ltd	D	Ssenabulya Joseph	ED	0414599282 712939205 0704443287	Plot 739,Dewe Rd-Kajjansi
Kadala Construction Ltd	A	Dinesh Patel	Project Director	041346457	Plot 4 Pilkington Rd-Colline H'se
Kadam Dealers Ltd	C	Aleper Moses	MD	772456332	Moroto Rd, Nakapiripirit Kobil Petro station H'se
Kaliba Carpentry & Metal Works Ltd	C	Kaliba Edson	Director	077636506 077400310	Plot 2 Mill Lane
Kams Contractors Ltd	B	Khayeki Andrew	MD	454432799	Mbale
Kark Technical Services Limited	A	Dr. Dan Tindiwensi	Managing Director.	0772- 603581 0414 288739 0752- 691098	Plot 6 Vubya Road Ntinda.
Kasese Nail & Wood Industry Limited	B	"Mr.Nsubuga Mrs. Carol Nsubuga Mr Mark Nsubuga	"Director Admin. Director"	"0752 244 110 0752 244 116 0772 244 111 0484 344 113 "	Nelis Technical Services -MSK Rd Ndeeba After caltex-Right ,
Katende Associates Ltd	A	Semakula John	MD	041566322 077438816 077415203	Kawempe -Lugoba
Katiti Enterprises	C	Lukwago E.S	MD	077503813 031272010	Plot 17 Nakivubo Rd
Kavcon (U) Ltd	C	Andrew M. Kavuma	GM	312514613	Plot 60 Ntinda Rd
Kencom (U) Ltd	C	Kayiira Ernest	MD	075698275	Plot 3/5 Bombo Rd
Kenvin Co. (U) Ltd	B	"Ndyabalema Vincent Mr. Kenneth Ahabwe "	"MD Director"	"0772 592 253 0772 594 960 0414 348 534 "	Uganda House,Plot 8/10 Rm 7.5, 4th floor
Keystone Construction Limited	D	Mr. Alex Ekirikubinza	Managing Director	041-255879 0772-207560	Plot 1, 5th street opp.British High Commission. Raja Chambers

Khalsa Developments (U) Ltd	A	Mandeep Rashpal Singh	MD	0414-381192 0712-471677 0772-366703	Plot 122 ,Semawata Road
Khoga Limited	B	Mr. Israel Ndahura	Managing Director	0772-479759, 0701-479759	Plot 36 Ntinda Kiwatule Rd-Opp Rhino Bar & Restaurant. Beta H'se orange roof
Kika Engineering Limited	C	Mr. John A. Kasaija	Managing Director	0772-542288 0414- 254581	Plot 006 Kisekka Lorry Park
Kisa Kya Maria Investments Ltd	C	Paul Watuula	MD	077418186	Plot 972 Rubaga Rd
Kisinga Construction Co. Ltd	B	Thembo John	MD	077967003 077365809 077988313	Plot 36 Speke Rd Kasese
KL General Supplies Co.(U) Ltd	C	Vicent Kimera	MD	414272353	Plot 13A Mapeere Rd off Masaka rd Nalukolongo Ind.Area
KSD Builders Contractors & Estate Developers Ltd	C	Kibuuka Dick	Director	0772-417919 0772-502236 0772-448011	Plot 97/98 Sir Apollo Kagwa Rd
Kwik Build Contractors & Engineering Ltd	B	Mr.Isagara Partrick	MD	0392-947541	Plot 45 Kanjokya Street
Kyeitabya Contractors & Renovator Ltd	D	Emanuel Gasana	MD	772401279 772996645	Plot 1006vMusalin Zone Bukoto
Lamba Enterprises Ltd	B	Mukiibi Samson	C/M	0414-669444 0751-823986 0772-413313 0752-811968	Plot 210 Off Kibuli Rd, IUIU Sign Post Turn left
Lasa General Enterprise	D	Lachoro Dominic	MD	0772-993726	Matany Trading Centre
LB Construction Ltd	C	Buule Godfrey	Director	0772-420225 0752-244116	Plot 20 Namirembe Rd
Lina Construction Ltd	B	Mugisha Denis	Director	392948304	Lugazi
Liveco Engineering & Investments Ltd	A*	Kamukama Charles Ampaire Michael	Directors	0712110036 0772399929	Plot 132 Kirinya Bweyogerere
Lubbe Contractors	C	Muwanga Benjamin	Director	077577781 071257812	Plot 4298 Bweyogerere Off Jija Rd
Lubmarks Investments Ltd	B	Daisy Lynda Nabakooza	Admin Mgr	414237627 772489958	Kimera Rd, NtindaA
Lusa Construction & Engineering Co Ltd	A	Herbert Musinguzi	Operations Director	0784923209 0705553311	Plot 174 Ringroad Lubiri
Lwotowone Investments Ltd	C	Dauda Semujju	Director	077-2481060 0414347259	Prince Badru Kakungulu Rd Market B,Kibuli
M & B Engineers Ltd	D	"Moses Bitagase Mr.Daniel Apenyo	"Technical Director Documentation Engineer"	"0772 996 852 0753 996 852 0750 840 802 0312 102 722 0312 102 722"	5th floor, Uganda House Kampala
M.B.Construction International Ltd	C	Gurbax Singh	MD	772558929 312272542	City Centre Complex Suit c 23 Luwum street
M.Ocips General Mechandise Ltd	C	Moses Ocip	Manager	751567776	Plot 5 Awangemola-Lira
Maldcon (U) Ltd	C	Manji Dominic	Director	772401737	Plot 1017/1115 Kikaya-Bukoto Kisasi Bahai Rd
Malokweza Builders & Contractors	D	Mr. T. Malokweza	Managing Director	041-258867	Kibuye-Masaka Road.
Malt (U) Ltd	B	Alice Bongyeirwe	MD	0414-669203 0712-661293	Ambasadoh House 1st Floor RM 10
Malu Constructions Ltd	B	Luyinda Ssali Edward	MD	0782-626907	Sir Apollo Kagwa Plot 95 K'la Near Gospel Church
Mani Eng.Services Ltd	B	Arch Muhanguzi Geofrey	Project Manager	0414-235464, 0772-430736	Plot 53 Kampala Rd

Mata Contractors Ltd	C	Onama Kenyi Moses	Director	0772-460974	Samliel Baba Rd Koboko
Matrix Construction Co. Ltd	B	Segawa Rogers	MD	0414-230807 0772-871928	Plot 21 Nkrumah Rd
MCOwen Brothers Ltd	D	Amos Adokotoga		0774-595512 0772- 651545	Plot 1295 Muyenga Bukasa
MED Technologies Ltd	B	Moses Bashaasha	Project Manager	041271342 077508593	Plot 977 Mugwanya Rd Rubaga
Medallion Engineering Ltd	A*	Guo Jianhong	Financial Controller.	752768866 752816191	Plot M584C Ntinda
MG.Engineers & Contractors Co. Ltd	B	Kyobe Luke	MD	0712 -924 640	Prisma Hotel Rm 112. Plot 1307/8 Kyebando- Nsooba Rd-Mulago. 300m off MawandaRd
MML Road Contractors Ltd	A	"Herbert Lubega Mr. Favour Kyolishaba"	"Managing Director Administrator"	"0772 400 555 0783 384 946"	Plot 1107 Kireka next to DVD Engineering
Moriwa Builders & Contractors	C	Okello Godfrey	MD	752496336 772413670 782309325	Plot 14 Bazaar street Tororo
Mover's Construction Co.(U) Ltd	B	Muhumuza Fred Mbaze	MD	075431056	Plot 130 7th Street Industrial Area
Mugoya Construction & Engineering Ltd	A*			041-250097 041-255178	Plot 7/9 Kibira road Industrial area.
Mukalazi Technical Services	A*	Mr. Ally Mukalazi	Managing Director.	0752- 722272 0752-721066	Ntinda Industrial area.
Mulwooza & Brothers Limited	A*	Mr. James Kibuuka	Managing Director	414-255143	Plot 12-14, Mapeera Road, Nalukolongo.
Multiline Construction Company Limited	C	Kahiire Norbert	MD	414232475 75640932	Plot 5, Bukasa close, Namuwongo, Kampala.
Multiplex Limited	A*	"Mr. Moses Ndege Bbosa  Mr. Moses Okite"	"Managing Director. Manager, Administration"	"0772 459 817 0772 424 315 0702 524 053 0414 343 158 0312 262 252 "	Plot 5, 5th street close Industrial area.
Muma Construction Ltd	D	Tiberondwa Moses	CEO	0772-431806 0392-847699 0312- 513214	Ntinda-Kurambiro Rd
Mussad (U) Ltd	D	Arthur Nyakwebara	MD	0772996845 0772496419	Plot 1335-1337 Muwayire Rd Kisugu after Green Hill Academy-K'la
Muyanga Investments (MUCO) Ltd	B	Dhikusooka Henry Munaaba	MD	0772590342 392940396	St. Michael Int Sch. Wakiso/ Kawuku K'la-Entebbe Rd
Nabuna Building Contractors	B	Rebecca Namukasa	MD	0772852302	Plot 635 Makerere
Nami Hardwares & Timber Workshop Ltd	C	Olinga Mark	MD		Plot 2/4 Oguti Rd
National Housing & Construction Co. Ltd	A*	Eng. Lubowa	Principle Civil Eng	0392-760040 0414- 330002	7th Street Industrial area.
Ndora Limited	A	Eng. Anthony Kusemererwa	MD	755753753 772401183 414389140	Plot 77 Bunyonyi Drive Nakawa
Network Civil Engineering Contractors Limited	C	Mwirumubi Paul	Managing Director.	0414-251252 0712- 272026	Plot 9,Senfuka Road, Muyenga
Nexus	B	Segawa Rogers	Managing Director	0772423384 0701423384	Plot 800 Hoima Road
Nicontra Limited	A*	" Byengoma Nicholas Mr. Sam Kyomukama	"M D Site Engineer"	"0772 716 055 0772 821 874 0414 286 261	Plot 28 Ntinda Martyrs way
Nyabyati Contractors	D	Tinka Stephen	Director	077676181	Katooke S/C Katooke

Nyamaka Contractors Ltd	D	Nyakatula	Director	077658617	Katooke Tradg Centre
Oklams Co.Ltd	C	Rtd Col Arthur Musinguzi	MD		Old K'la Gardens (DELHI)
Olanzicon Services Ltd	B	Olam Okecho Noah	Director	0772-646450 0414-667360	Plot 3/5 Bombo Rd Emka H'se
Omega Construction Company Limited	A*	Mr. Pius Mugerwa	Managing Director.	0752-742149 0414-272703	Nalukolongo after Kobil Petrol Station (approaching Natete).
Otada Construction Co. Ltd	A	Sam Amooti Otada	MD	414231459 772704969 772451631	Plot 4 Jinja Rd social Security H'se
Palm Construction Co.Limited	C	Eng Mugisha Plan	Director	772595632 712846434	
Pearl Engineering Company Limited	A*	"Mr. Gumisiriza Mr. Geofrey Haabaasa	"MD HSSE/Technical Services Manager"	"0772 799 250 0772 772 809 0414 266 144 "	Kabalagala behind shell petro station on way to Nsambya Housing Estate.
Pegasus I nternational Ltd	A*	Onyut N Simon	Country Director	312264697	Plot 43 Lumumba avenue
Pekasa Enterprises Ltd	C	Sande George	Managing Director	772402531	Plot 6 Rukiidi street
Perfect Multiple Eng. Consultancy Services Ltd	B	Nkooka James Segembe	ED	752744885 702433370	Plot 1171 Bweyogerere
Perfect Multiple Eng. Consultancy Services Ltd	B	Nkooka James Segembe	ED	752744885 702433370	Plot 1171 Bweyogerere
Pioneer Construction Limited	A	Mr. Charles Kyenkya	Director	0772-774086 0414-345573	Plot 37/39 5th Street Industrial area.
Planbuild Technical Services Ltd	A*	Mr.Dennis Wandera	MD	0414-287516 0414-289264 0752-758887	Plot 67 Ntinda Rd opp Ntinda police Post
Practical Contractors Ltd	B	Muganda Samuel Muwanguzi	MD	0392-549470 0772454608	Plot 170 Ben Kiwanuka Street
Precise Eng. Services Ltd	C	Author Bagarukayo	MD	312290390	Plot 27, Ntinda View Crescent Naguru
Prime Contractors Limited	A	Mr. Wilson Kashaya	MD	0752-408486 0414-235190 0414-250500	Plot 2271 Mbogo road.
Prism Construction Co. Ltd	A*	Mr.Yong Joon Kim	MD	0312-271030	Communications H'se, Plot 1 Colville street
Progressive Building & Civil Eng. Contractors	D	Mr.L.A.Ofim Lama	Managing Director	047-320108 077615235	Plt 17/18 Balla Rd ,Lira
Provide International Ltd	C	Mr. Mwesigwa Dancan	MD	0772-520268	Plot 57 6th street Ind. Area
Quality & Economical Contractors Ltd	C	Kaddu Enock	MD	772360381 772571512 712591568	Impala House Kimath Avenue 3rd Floor
Raco Construction Ltd	C	Muke Sylevester	Director	048345417 077889145	Plot 1, Kamwilikwizi Village Kasese Town Council
Remmy Technical Services Ltd	C	Ssendawula Emmanuel	Director	077422574 041271509 031263507	Kibuye-Masaka Rd Plot 8 Mirembe H'se
Renofin Ltd	C	Sseruuma Robert	MD	0751-399750	Namugga Apprtment Nakulabye Behind Shell
RockTrust Contractors (U) Ltd	B	Sembatya Francis	Project Director	392944516 0784741387	Plot 15 Nile Rd Njeru Town Council
Roja Uganda Limited	D	Mr.Bigirwenkya Michael	Operations mgr	041-230987 772410603	Plot 11,Entebbe Road,Kampala
Roko Construction Ltd	A*	Mr. Henry B.Magino	Company Secretary	0772-511070 0772-767472 0414-567331 0414-567305	Plot 160A Bombo road Kawempe.

Roofings Limited	A*	Mr. Naveen Krishnan	General Manager.	041-200952 041-200070 0752-700953	Plot 126 Lubowa Estate Entebbe road.
Roygrant Enterprises Ltd	C	Lawrence Apudhan L'Amodoi	MD	0772-494497 0753-494497	Plot 48 Kakungulu Rd Ntinda/Plot1 Adam RD Soroti
Rukara Enterprises Ltd	B	Mr.Uwimana Francis	MD	0414-530131	Plot 777, Gayaza Rd
Rukooge Enterprises Uganda Limited	C	Julius Mugisa	MD	"0772 496 419 0772 996 845 0473-20114 "	Plot 1335-1337 Muwayire Rd Kisugu after Green Hill Academy-K'la
Rush Engineering Consult Ltd	D	Richard Katongole	Director	0752-446656 0312-114580	Plot 416 Kyaliwajjala
Rwenkuba United Contractors Co.Ltd	D	Neema George	Director	0782-227991 0782-381188	Plot 7Block D K'la Rd Kyenjojo Town Council
S.B. & Son General Suppliers Ltd	C	Lumala Edward	MD	0752-712333	Pioneer House Rm 83 Jinja Rd
Sarova International Builders (U) Ltd	B	Halji Lakhman Vekariya	MD	0772-918754 0414-287360	Plot 940 Ntebetebwe Bweyogerere
SBN Davie Services Ltd	A	David Lubega	MD	0772-421852 0751-888008 0312-276226	Plot 234 Nsalo Rd Old K'la
SEB Eng Services Ltd	D	Sezibwa Ronald	MD	0312-286708 0776-983365	Plot 42 Kasubi Hoima Rd
Sem Investments Ltd	C	Ssentongo Batuusa Joseph	MD	0414-259303 0772-794243	Shoppers stop plaza Shop no.B24
Seyani Brothers & Company (U) Limited	A*	P.B Seyani	MD	041-266218 0712-789005 0752-578006	Ggaba Rd Nsambya Behind Caltex Petro Station
Seyani International Company Ltd	A*	N.K Seyani	MD	0414-566095	Plot 124/5/6 Bombo Rd Kawempe
Shallom Civil Engineers Co.Ltd	D	Enyang Tom	Director	0712-844312	4/5th Street Industrial Area
Shepherds Engineering (U) Ltd	C	Absolom Nabisiima	MD	0392-945164 0772-448357	Plot 8-10 K'la RD Uganda House 5th Floor RM 5.0
Shepherds Services (U) Ltd	D	Masete Nicholas	Managing Director	0772-457348 0414-578413	Plot 28 Chorley Crescent, Luzira
Syylim Architects & Engineering Co.Ltd	D			0772-824247	
S-M Cathan Property Consult Ltd	D			0701-261578	Plot NO.180 Floor/ suite No.1 Namuwongo Road
Sobetra Uganda Limited	A*	Petrangeli George	CEO	041-344454 0772-780022	Plot No. 8, Nyondo close, Bugolobi
Spedo Enterprises Ltd	C		Director	0772-452247 0772-592832	
Spenco Services	A*	G.N.Reddy	MD	0414-560100 0772-780022 0772-200142	Plot 67,Block 204, Kizza Zone Kawempe.
Ssesse Construction Co.Ltd	B	"Andrew Lugobe Lutaaya Ms. Betty Onyuti "	"Managing Director Secretary"	"0752 865 550 0414 269 971 "	Plot 23 Kalungu, Bunga Gabba after Soya Factory
Stancom Engineering & Electrical Ltd	D	Kibirango Moses	Managing Director	0788552488 0312518029	MM Plaza plot 5 luwumu street
Stancom Engineering & Electrical Ltd	D	Kibirango Moses	Managing Director	0788552488 0312518029	MM Plaza plot 5 luwumu street
Statewide Insurance Company Ltd	B	Nyanzi Kigongo	Sales Manager	0772506685 0759506685	Plot 1 Bombo Road-Sure House

Steel Works Limited	A*	Bjorn Simensen	MD	0414-286521/2	Plot 403 1km off Jinja Rd Bweyogerere
Stone Construction Limited	A	Vekaria Gopal	MD	0752-732373 0772-742474 0772-532375 0392-732373	Plot 244 Block 397 Lutembe , Kajjansi Stage- Follow Sign Post
Sumadhura Technoloies Ltd	A*	Venkateshwar Reddy	MD	0392-772957 0752-222111	Plot 83 Chorey crescent, Portbell Luzira
Summit Projekt Limited	A	Mishereko David	Managing Director	0414-233129 0772591962	Plot 2383, Block 243, Luzira Portbell Rd, opp. Post Office Luzira, K'la
Svista Uganda Ltd	D	Kasana Andrew	Director	753701469 790914298	Plot 248 Kitimda-Abayitaababiri
Svista Uganda Ltd	D	Kasana Andrew	Director	753701469 790914298	Plot 248 Kitimda-Abayitaababiri
Swass Consult Uganda Ltd	C	Kamugisha Didas	M.D	0414-343820	Plot 20 Nkruma Rd
Syrus Enterprises Ltd	C	Syrus B.Baguma	Managing Director	0772-462674	Plot 6 ASA Kiiza Rd
T.K. Engineers Ltd	B	Mafigiri T.	MD	0772-561589 0752-433440	Suit 19 Plot 59 Nkrumah Rd
TedMack Eng. Works Ltd	D	Agaba Edwin	Director	782475620 701475620	Plot 1996, Block 192 Buwate Kiira Town Council
Tegeka Enterprises Ltd	A	Tegras Byeitima	Managing Director	772480320	Plot 63 Masindi Port Road
Terrain Services Ltd	A*	Paul F Cockerill	Managing Director	414200119	Plot 93 Lubowa
Tooro Combined Traders Ltd	D	Kasiime Maxcellina	Director		Kasiina- K'la Rd
Uganda Clays Limited	A	Charles Rubaijaniza		0414-200255/261	Kajjansi Entebbe.
Uganda Martyrs Housing and Construction Company Ltd	A	Okello Francis	Executive Director.	0756375741 0776475741	Plot 276 Pope Paul IV Road Namugongo
Ultra Electric Ltd	D	Innocent Ndoli	CEO	414581000	Plot 818 Turfnel drive Akii Bua Hse
United Building Services Ltd	B	Ebalu Richard	MD	0772-619643	Luwero -Kasana
Universal Eng. (U) Ltd	C	Onono Moses	MD	0712-392828 0712-417547	Plot 410 Bombo Rd next to Christian Life Church -NWSC Bldg -3rd floor
Updeal Uganda Limited	B	Eng. Ali Kisitu		0414-343059 0414-344951	
Valley Technical Services	A	"Mr.Amon Bhumwire Mr. Albert Byaruhanga"	"Director Director "	"0752 244 306 0702 711 877 0414 320 674 "	Erika Magala Rd-Entebbe
Vambeco Enterprises Company Limited	A*	Mr.Banteyehum Halle	Managing Director	0772-748351 0414-543510	Plot 7 Mkt street Nakasero 1st floor, Suite no.3
Ware World Contractors (U) Ltd	D	Eng Akankwasa Justus	Operations Mgr	0414-576267 0772-631749	Plot 575, Gayaza Rd Kalerwe Petro station next to stanbic ATM
Zhonghao Overseas Construction Eng. Co.Ltd	A*	Yang lin	Commercial Mgr	0414-286601 0772-733432 0753-978012	Pot 6 Suna Rd
Zimu Construction Co. Ltd	B	Mr. Zirinda Joram	MD	0779-266053 0779-412252	Plot 12 Luwum street Kampala
Zzimwe Enterprises Hardware & Construction Limited	A*	"Jimmy Kyeyune Paul Kassaga Mr. Henry Katerega "	"Managing Director Director"	"0792- 707 829 0701- 707 829 0414- 267 474 0414- 267 376"	Plot 2449 Mbogo Rd Kibuli.& Off. Muyenga Rd, after Kabalagala Stage







# SUDOKU GAMES

				9				5
			3	7			6	
2			1			7		
			7	5		1		6
1								9
7		5		8	1			
		6			4			2
	4			2	7			
8				6				

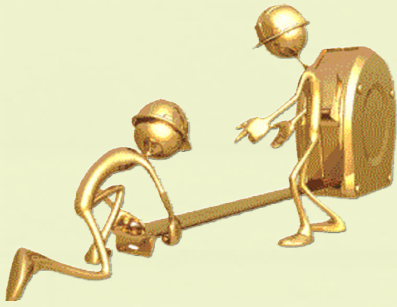
## CODE PUZZLE

Each letter A-Z is represented by a random number 1-26.

Can you crack the code and solve the codeword puzzle? Every letter of the alphabet is used at least once. A few letters are already in place to get you started. Fill the letters into their appropriate numbered boxes as you go.

18	24	25	8	2	6	25	21		10	1	10	5	1	14	
									M		M	B			
24		10		7		11		23		26		24		1	
		M													
17	8	25	2	10	17	6	25	21		1	8	21	1	22	
				M											
9		6						1		2		21		16	13
9	22	17	3	3	1	14			15	17	6	1	14	13	
		6		22					22				17		1
2	12	1		1	22	9			25	23	6	7	10	24	23
													M		
14				17		1	2	11		25					3
5	17	6	7	6	24	5			4	17	4		15	7	13
23		7				14				1		1			
	16	24	11	4	9	24			3	17	14	17	5	22	1
														B	
17		11		14		17			25				23		19
19	2	12	16	17			14	1	18	24	25	23	25	6	1
2		1		20			13		24		21		6		11
15	17	14	3	1	12			19	1	7	1	10	1	11	6
												M			

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z



# Construction Humour

## Directory of Construction Terminology

Contractor	- A gambler that never gets to cut, shuffle or deal.
Bid Opening	- A poker game where the losing hand wins.
Bid	- A wild guess carried out to two decimal places.
Low Bidder	- A contractor who is wondering why he's left out.
Engineer's Estimate	- The cost of construction in heaven.
Project Manager	- The conductor of an orchestra in which every musician is in a different union.
Critical Path Method	- A management technique for losing your shirt under personal control.
Strike	- An effort to increase egg production by strangling the chicken.
Delayed Payment	- A tourniquet applied at the pockets.
Completion Date	- The point where liquidated damages begin.
Liquidated Damages	- A penalty for failing to achieve the impossible.
Auditor	- A person who goes in after the war is lost and bayonets the wounded.
Lawyer	- A person who goes in after the auditors and strips the bodies.



## Supplementary General Conditions:

### Article 1

The work we want performed is clearly indicated on the attached plans and specifications. The Architect, who has had plenty of college, has spent a lot of time drawing up these plans and specifications, but nobody can think of everything. Once your bid is submitted to the Owner—that's it brother! From then on, anything wanted by the Architect, the Owner, or any of his friends, or anybody else except the Contractor shall be considered as shown, specified, intended, or implied, and shall be provided by the Contractor without any expense to anyone except the Contractor.

### Article 2

If the work is done without extra expense to the Contractor, then the work will be taken down and done over again until the extra expense to the Contractor is satisfactory to the Architect.

### Article 3

The contract drawings are intended to be correct. If drawn wrong it should be discovered by the Contractor, corrected, and done right at his own expense. It won't cut any ice with the Owner or the Architect if the Contractor points out the mistakes which the Architect has drawn on the plans.

### Article 4

The Contractor is not supposed to make fun of the Architect, his plans, or specifications. If he does, then the same consequence shall apply as stated in Article 3 above.

### Article 5

Any Contractor walking around the job site with a smile on his face will be subject to a review of his bid.

### Article 6

If the Contractor doesn't find all the Architect's mistakes prior to making his bid on this job, or if he doesn't have enough sense to know that the Architect is going to think up a bunch of new stuff that has to be done before the job can be deemed complete, then the Contractor shall provide any such items without extra expense to the Owner or Architect.

### Article 7

Any evidence of satisfaction on the part of the Contractor shall be considered as just cause for withholding final payment.

## MISSION



**UNABCEC**

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



## VISION



**UNABCEC**

To become the voice of the construction industry in Uganda and the engine for its growth.



$$F_{n+4} = F_{n+3} + F_{n+2} = 3 \cdot F_{n+2} + 2 \cdot F_n \quad (3)$$

$$F_{n+5} = F_{n+2} + F_{n+1} = 5 \cdot F_{n+1} + 3 \cdot F_n \quad (4)$$

$$F_{n+6} = F_{n+2} + F_{n+1} = 8 \cdot F_{n+1} + 5 \cdot F_n \quad (5)$$

$$F_{n+7} = F_{n+2} + F_{n+1} = 13 \cdot F_{n+1} + 8 \cdot F_n \quad (6)$$

$$F_{n+8} = F_{n+2} + F_{n+1} = 21 \cdot F_{n+1} + 13 \cdot F_n \quad (7)$$

$$F_{n+9} = F_{n+2} + F_{n+1} = 34 \cdot F_{n+1} + 21 \cdot F_n \quad (8)$$

