

# CONTRACTOR UGANDA

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

## THEME: CONSTRUCTION FOR GENERATIONS

**COLLAPSING BUILDINGS:** A symptom of a systemic urban development governance problem **P.44**

**GRADUATE SKILLS:** Why Govt should support graduate skills training. **P.9**

**OPINION:** Is government inclined to create a conducive atmosphere for development? **P.16**



## Mpondwe Bridge: The local contractor's pride



# Congratulations on your Victory



**“The Members, Board Directors, Management and Staff of Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) warmly congratulate Your Excellency President Yoweri Kaguta Museveni Tibuhabwe on your victory. We wish you success as you once again take up the responsibilities of this high office.**

**The Construction Contracting Sector looks forward to working closely with you to develop and promote the local construction industry as a vehicle to attain Vision 2040.”**



**THE CONTRACTOR** UGANDA

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

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

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**Construct what will stand the test of time!**

In Uganda today, nobody believes that any newly-constructed road, building or bridge can last a year without developing cracks or potholes; even privately-owned ones like houses! I wish we could argue to the contrary but sadly, it is usually the case. I have been lucky to travel on almost all the roads in this country; new and old in all the regions and for almost each one of them, there is a pothole. And the remark among those with whom I travel, is always "even this road which hasn't lasted a year!". And we cannot even start on the buildings because we lost count of those that not only have evident engineering mishaps but even collapse.

What this shows is that we do not build for generations. We do not build facilities that stand the test of time. As an engineer, I believe that constructing what will last and not inconvenience or injure people should be at the top of your priorities even as you start on that project. It is true that sometimes, you work under difficult circumstances



of constrained budgets and ill-skilled manpower but can we devise means of delivering quality regardless of the hurdles. Remember, shoddy works not only inconvenience the users but also ruin the reputation of the contractor. Winning new contracts will be very difficult for a contractor with a tainted reputation.

In this issue, we will find out more on why we need to construct for generations and how we can do that. Remember, a facility that stands the test of time is the pride of the contractor!

*Peninah*  
**Editor**

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# About UNABCEC

**Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)** is a 28-year-old non-profit, non-political, member-driven national trade association representing genuine companies and organisations engaged in construction contracting in Uganda.

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

## Services offered to members

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

the industry at large through;

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

## Joining UNABCEC

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

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

## Categories of Membership

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

Participate in shaping the industry by joining your association today!

## Membership to Certified Bodies



## Local Partners



## International Partners



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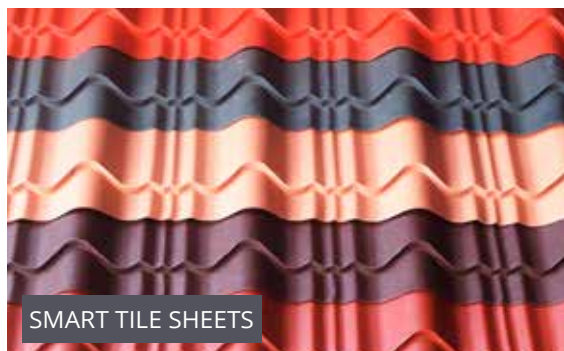
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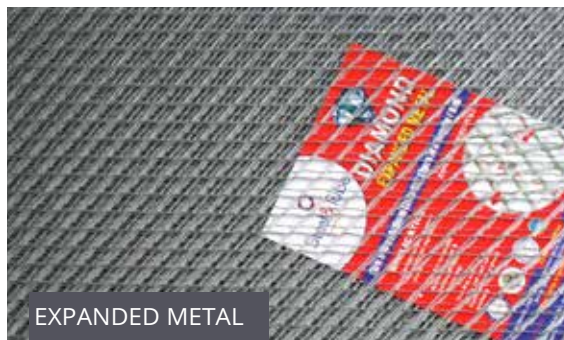
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# President's Message

**MR. JAMESONE OLONYA**

## There is need for national contractor presence in uganda's construction industry

**F**or the genuine players in the construction industry that Uganda National Association of Building and Civil Engineering Contractors (UN-ABCEC) represents, 2021 started on a sad note with the loss of Francis Karuhanga (RIP) in January. At the time of his demise, the late Karuhanga was the Association's president and national chairman of the Board of Directors. Karuhanga's passing left a huge void in the Association. His advocacy and lobbying expertise combined with his good humour and camaraderie to one and all is greatly missed.

I am, however, thrilled to have been appointed by the Association Board of Directors to carry on and complete Karuhanga's term of office (2019 – 2021) as president. I am excited about many of the things we'll be working on in the near future.

Having been a member of the Board of Directors in the past few years, my first message as the president of UN-ABCEC to you readers of The Contractor centers on the need for national contractor presence in Uganda's construction industry. While we are grateful to the multinationals who have set up shop here, the consequent dominance by foreign firms must be comprehensively probed, so that national providers are not disadvantaged as a result.

Our theme in this magazine is "Construction for Generations". This theme has been adopted carefully with a number of considerations, including my persistent inquiry about "why Ugandan construction firms don't outlive their founders!"

The answer could actually be on the surface, when these questions are duly addressed:

1) Does our national character, as a people, support transgenerational businesses?

2) As contractors, are we in the construction business with the preparedness for the long-haul?

3) Is our government inclined to create a conducive atmosphere that engenders sustainable growth and development?

The culture of growth and development of any people, enterprise and nation is a painstaking responsibility. While we cannot exhaust the details here, I provide a brief review on the first two questions, as I focus the submission on the latter in a separate article on page 16.

### 1. NATIONAL CHARACTER AND TRANSGENERATIONAL BUSINESSES

Great national culture is foundational for businesses and national growth. We must all consider that culture influences the attitude and mindset that we adopt for our own growth or frustration. Culture is about the spirit, ethos, beliefs and values. It exudes the resilience of a people, or their lack thereof. A great national culture is the manifest predisposing of its leadership, whether or not they take active steps towards the well-being of the citizenry.

You may want to ask: "So, what is necessary for a great national culture?" Good question!

### 1.1 The family factor

The key to long term occupational and national success lies in the ability to build and sustain an entrepreneurial family.

The family remains the engine that drives socioeconomic development and wealth creation for any people all over the world. Construction business is no exception. Family entrepreneurial thinking and leadership are the fundamental factors in sustaining existing businesses, and/or for the creation of new enterprises and to leverage the organisation for competitive advantages of corporations, large and small. The ability to generate and engender an entrepreneurial mindset across generations is majorly family affair. As a matter of fact, family stability and durability is absolutely instrumental for effective strategic accomplishment, improvement and development.

### 1.2 Peace and security

Opportunities are a consequence of tranquility. Economies define themselves by resource allocation via supply and demand. Because entrepreneurs are a primary source of job creation, their businesses need to be in a secure environment. We have reason to thank our government for stability in the country. It is such efforts that cause a nation to move from a state-planned to a market-based system.

When businessmen are at peace as family-people, they play the leading role in new venture creation, with the potential to source for, and provide start-up capital, not to mention formation of an excited workforce and proficient managers.

### 1.3 Enabling policy locus

Entrepreneurship is a concept derived from Richard Cantillon (1680-1734), an Irish economist working in France whose theory was published posthumously in 1755. Cantillon





recognized, the entrepreneur as “an individual who accepts an element of uncertainty in the course of profit-seeking”. Thus, many of the genuine contractors have sought to showcase risk-taking propensity; so that, even while taking care of their own families, they can add value to their nation.

Nevertheless, entrepreneurs need an enabling environment, to compete favourably in a changing and challenging world. It’s therefore the policymakers’ mandate to ensure such an enabling environment.

**2. CONSTRUCTION BUSINESS PREPAREDNESS:**

I am aware that one of the biggest challenges contractors face in the attempt to improve efficiency and grow their businesses is adopting a robust business model. Proficiency goes beyond ISO Certification. It demands a combination of foresight, discipline, relations and concepts.

While I have focused this treatise by our appeal to government, I want us to do some housekeeping work, against which I suggest these following 10 compelling actions on our part.

**2.1. Adopt best business practices**

In an attempt to improve efficiency, the common problems that contractors run into, is agreeing on what is considered the industry’s best practices. It takes a lot of courage to accept that what you are doing now may not be the best fit for the next level. Having some sort of system in place does not guarantee exceptional performance by your organisation.

Improve your statutory and human resource management, tendering process; adopt systems that help you to better handle your bookkeeping, scheduling and invoicing, staff training and task management. Look for models that contain basic knowledge of the task and help each employee by providing step-by-step instructions.

**2.2. Appraise the internal organization**

When you have a good system, conduct a comprehensive assessment of your company. Ask questions like:

- a) Is my business financially sound?
- b) Am I getting the best evaluation?
- c) Do we have customer referrals?
- d) Do I retain my employee, and/or

are they fulfilled?

It takes more than sentimental theory to answer these questions. Review books. Remember the adage, “numbers don’t lie”. Pay attention to what reputable people are saying about your business; online, on air and on site.

**2.3. Be available**

The difference between “presence” and “availability” is “control of a poor team” and “inspiring a great team”. To that, you must speak of customer service, your prospective customers. Talk to an actual human being, without limiting it to technology, and/or speaking robot during normal business hours. Don’t lose customers to your competitors because you are lazy or arrogant.

**2.4. Be a member of an association**

Joining UNABCEC, or other industry-related associations is not just great for networking, it also helps you develop essential business acumens, ranging from developing responsive charges to clients, writing contracts, including getting the benefit of wide information intelligence.

Remember, an association helps to recommend both the available products to you, and provide platform to mention your service(s).

**2.5. Improve your marketing strategy**

Effective marketing drives are more than getting new customers. It includes securing more profitable projects and keeping your current customers happy.

You may want to have increased online presence, and interact with targeted audience through email, social media and blog posts. Showcase your business relevance in meeting needs and solving other people’s problems.

**2.6. Attract more funding**

Construction is highly mechanised and therefore, very capital intensive. Expand your cash inflow. Oftentimes, clients don’t pay in time. Endeavour to pay your suppliers, workers and all other providers in time. You must always be responsible, and find various ways of accessing lines of credit. If you must, obtain fair loans and secure overdraft protection.

**2.7. Diversify and be unique**

Learn to wisely spread your risks

and interests. Even if you’re a general contractor, you’re probably good in another area as well. However, you must be particular on what other services you want to provide for your customers.

Find your niche. When your service is unique and goes beyond average, your clientele will increase, and you will probably earn lasting ones.

**2.8. Connect and learn from the successful ones**

Don’t limit yourself to sympathisers. Surround yourself with valuable winners. Know their values. The best thing about having mentors is for rainy days, and they are often many.

While a mentor can teach you how to manage your money and customers, and introduce you to vendors or investors; you need the one that can look you in the face and commend your good effort and challenge your bad ones. Pay for their time, if you have to; but especially be there for them too.

**2.9. Hire character before competence**

Wisdom demands that, while you must hire people who are smarter and more talented than yourself, when there is a choice of the person, however, let character come before competence or friendship.

I trust that you are looking at a distant horizon. Therefore, don’t be bogged down to micromanage the difficulties that you are facing. Bring in people who are smarter and more talented. Have people you can trust to handle the task on their own—without your close indulgence, and pay them well. This gives you more time to focus on growing towards the pull of your calling. You may as well, learn a lot of stuff from them along the way.

**2.10. Always be ready**

Build strategic partnerships carefully. While others may pull you down by their bad personalities, there are still some good people in the world. Always be prepared that there are things that can make or break you. As a contractor, it’s the little things that can determine whether you’re going to survive or not. Afterall, as some say, “Being prepared is the key to efficiency and profitability.”

FOR GOD AND MY COUNTRY!



# BE PART OF OUR GRADUATE TRAINING PROGRAM

Early experience to the young construction professionals provides an important stepping stone into their careers.

Support the program by taking up graduate interns from the list of short-listed candidates available at UNABCEC secretariat for hands on training.

## Benefits of the program to your business

- o Tap into the benefits inherent to the young person, such as greater flexibility and willingness to learn, innovation and energy, higher skills and a greater optimism
- o Benefits connected to workforce development and growing your own workforce, such as enhanced loyalty, reduced turnover, shared organizational culture, attracting talent and preparing for the future
- o Benefits occur through greater workforce diversity, such as insights and connections to the market and customer base
- o Greater cost-effectiveness due to no recruitment cost.

## Visit [www.unabcec.co.ug](http://www.unabcec.co.ug) to learn more about this program

Let's empower and guide the young professionals for they are the future of the beloved Construction industry.



# Executive Director's message

**ELIZABETH MUHEBWA**

## Graduate skills training: Why Govt should support the move

In 2013, the International Labour Organisation (ILO) in its Global Employment Trends for Youth 2013, publication stated that youth (aged 15 to 24) in sub-Saharan Africa were twice likely to be unemployed compared to any other age group. Earlier in 2012, the Uganda Bureau of Statistics revealed that the share of unemployed youth (18-30 years) among the total unemployed persons in the country was 64 per cent. In 2020, ILO puts the rate of youth unemployment in Uganda at 2.9 per cent of the population. It is clear that youth unemployment thus remains a challenge in many sub-Saharan African countries, including Uganda.

The reasons behind the high youth unemployment rate in the country vary. But some are attributed to the fact that many youth lack basic skills employers look for, do not have access to resources such as land and capital. Other reasons include the youth's negative attitude towards certain types of work and the pre-existing education policies that continue to create job seekers and not job creators. These are some of the most critical issues that youth face yet finding the first employment opportunity plays an important role in their transition to adulthood.

This notwithstanding, Uganda's construction industry continues to grapple with the skills gap in fresh graduates from various universities and technical colleges who cannot ably apply what is expected of them in actual construction works/world of work. To bridge this gap, the Uganda National Association of

Building and Civil Engineering Contractors (UNABCEC) initiated a graduate training program under her Construction Industry Advancement Program to offer training opportunities to final year students and fresh graduates of construction and engineering related fields of study in Uganda. The program was initiated with the aim of empowering young contractors and building the future for the construction industry and thus reducing youth unemployment rates.

At UNABCEC, we believe that these early experiences

give the graduates an important stepping stone into their

career and also help produce the right professionals needed for growth and development of the construction industry.

After a successful completion of the pilot intake in 2019 that saw 51.9% of the applicants trained by UN-

ABCEC member companies, the second intake has been rolled out with 165 shortlisted applicants. The list consists of degree and diploma holders in the following fields:

1. Building and Civil Engineering,
2. Construction Management,
3. Quantity Surveying/Building Economics,
4. Water Engineering,
5. Mechanical Engineering,
6. Automotive and Power Engineering,
7. Electrical Engineering, &
8. Land Surveying.

### Relevance of the program to employers

Besides bringing potential employees closer to employers and saving them from the burden of advertising jobs, the UNABCEC Graduate Training program

also helps employers tap into the innate skills of the trainees, such as flexibility and willingness to learn, innovation and energy, higher skills and a greater optimism at no recruitment cost. There are other benefits of the program connected to work-

**CONTINUES TO P.10**

**2.9%**  
"IN 2020, ILO PUTS THE RATE OF YOUTH UNEMPLOYMENT IN UGANDA AT 2.9% OF THE POPULATION"



**CONTINUES FROM P9**

force development and growing own workforce, such as enhanced loyalty, reduced turnover, shared organisational culture, attracting talent and preparing for the future as well as benefits that occur through greater workforce diversity, such as insights and connections to the market and customer base.

I appeal to all UNABCEC members, who are by far the best companies with the requisite reputation and experience in building and civil works, and other construction industry play-

ers to support the program by offering graduate training opportunities.

The database of the shortlisted applicants is available and regularly updated by the Secretariat and it can also be accessed on the Association's website ([www.unabcec.co.ug](http://www.unabcec.co.ug)).

**The role of government**

There is a strong link between lack of adequate skills and the limited participation and contribution to quality infrastructure in the country. There is an evident need, therefore, for a



**The reasons behind the high youth unemployment rate in the country vary. But some are attributed to the fact that many youth lack basic skills employers look for, do not have access to resources such as land and capital.**

deliberate government training strategy of tertiary institutions and university fresh graduates to ensure they have the knowledge, skills and competences to manage work, and increase their productivity on job sites.

Government through Public Procurement and Disposal of Public Assets (PPDA) should establish mandatory placement of graduate trainees of all engineering and construction-related courses in all construction companies operating in Uganda. To have a buy in of such a program and its subsequent success, the following proposals can be considered:

- i. Award points to contractor(s) for every graduate trained. These cumulative points would be an added advantage at evaluation stage in the bidding process.
- ii. Set a "national graduate skills development goal", meaning the head count of graduate skills development opportunities that the provider can provide in relation to work directly related to the contract. For instance, two graduates for every UGX 1 billion worth of contract. A procuring and disposing entity would thus require a successful provider to attain or exceed the national graduate skills development goal in the performance of the works contract.

With a deliberate skills development strategy, the construction industry will have more skilled project and site managers, engineers, foremen and women, plant operators and plant mechanics, among others, translating to a positive trickle-down effect on employment creation, high productivity and delivery of quality infrastructure.



# If you haven't become a member of UNABCEC, this is what you are missing!

**Mr. Golooba Vincent**, the Association's membership officer, answers questions in which he gives reasons why every building and engineering contractor should be a member.

## 1. How does a company qualify to become a member?

Membership is open to any company which shares common goals and objectives of the association. There are two categories of membership; ordinary and associate membership.

**Ordinary membership:** Here, any building or civil, mechanical and electrical engineering contracting company, suppliers and manufacturers of building materials, equipment and construction-related services are eligible for ordinary membership of the Association.

**Associate membership:** This category of membership is accorded to entities whose work or mandate is related to construction industry such as insurance companies, law firms, logistics companies and tertiary institutions among others.

For a company to become a member, it should first;

1. Obtain the membership application forms (copy available on [www.unabceec.co.ug](http://www.unabceec.co.ug))
2. Fill and return the application form to UNABCEC Secretariat with the following attachments;
  - a) Certificate of Incorporation
  - b) Form 18 justifying company premises
  - c) Form 7/20 indicating Particulars of Directors (attach copies of their IDs i.e. National ID or Passports)
  - d) Certificate of works completed for at least three years (Contractors only)
  - e) Powers of Attorney
  - f) Audited books of Account for at least two years
  - g) Proof of payment of UGX 500,000 as

application fees (non-refundable).

## 2. What steps does a company take to become a member?

- a) Submission of filled application form as mentioned above
- b) The technical committee assesses and allocates an appropriate class for the company.
- c) Confirmation of Class is sent to the company with an invoice for subscription.
- d) Payment of membership subscription
- e) Certificate of membership is then issued within two weeks.

## 3. Do members pay any amount to the association, monthly, annually?

Members pay annual membership subscription fees as detailed in table below.

### Fees

CATEGORY		ANNUAL CONTRACTS	CLASS	FEES	
ORDINARY MEMBERSHIP	BUILDING & CIVIL ENGINEERING	International	Not Applicable	A - 1	10,000,000
		Local	>15Billion	A - 1	7,500,000
			>10Billion - 15Billion	A - 2	5,000,000
			>5Billion - 10Billion	A - 3	3,000,000
			>1Billion - 5Billion	A - 4	1,000,000
	<1Billion	A - 5	500,000		
	SUPPLIERS & MANUFACTURING	Manufacturers	Not Applicable	B - 1	5,000,000
		Agents & Suppliers	Not Applicable	B - 2	2,000,000
	MECHANICAL & ELECTRICAL		> 1 Billion	C - 1	1,500,000
			< 1 Billion	C - 2	750,000
ASSOCIATE MEMBERSHIP	International	Not Applicable	D - 1	2,000,000	
	Local	Not Applicable	D - 2	1,000,000	
	Tertiary Institutions	Not Applicable	D - 3	1,000,000	
ENTRY FEES	New Applicant /Membership Reinstatement				500,000

## 4. What does a company gain from being a member of UNABCEC? What does the association offer?

There are a number of services a member company stands to benefit from such as:

- 1) Lobbying and advocacy: UNABCEC regularly lobbies Government on behalf of the industry to ensure fair and transparent practices in the construction business. Be active in these efforts or at least be kept apprised of what is being done on your behalf.
- 2) Discount programs. UNABCEC provides members access to high quality services, latest technology and top-of-the-line products. From discounts on heavy equipment to construction supplies and construction management solutions, UNABCEC has partnered with some of the best providers to give you the best value for your money and improve your daily business operations. Check out our website [www.unabceec.co.ug](http://www.unabceec.co.ug) for more information on these programs.
- 3) The *Contractor magazine*: Keep exposed to industry trends, important tools and resources in our magazine. As a member, you can build your brand through advertising with *The Contractor Magazine* at 10% discount. UNABCEC members are also listed in the magazine for visibility purposes among potential employers. Check out our website [www.unabceec.co.ug](http://www.unabceec.co.ug) to download the recent issues.
- 4) Graduate training program. UNABCEC saves you the burden of advertising jobs by bringing potential candidates closer to you. Committed and determined fresh graduates of construction and engineering related fields apply to UNABCEC to get graduate

**CONTINUES TO P12**



**UNABCEC Executive Director, Mrs. Elizabeth Muhebwa, awarding Rodo Contractors Ltd as outstanding Member of the year 2020 at the 27<sup>th</sup> UNABCEC AGM on 10<sup>th</sup> December 2020. The award was received by Mr. Robert Wamimbi, the Managing Director of Rodo.”**

**CONTINUES FROM P11**

training placements with our member companies. The list of successful applicants is regularly shared with members for their selection and can also be accessed on our website [www.unabceec.co.ug](http://www.unabceec.co.ug)

5) Business recommendations: UNABCEC membership gives you an advantage over your competition. Often, prestigious clients come straight to UNABCEC to seek partnership opportunities since they know that they will have a better shot at finding genuine and serious professionals from our membership directory. A membership certificate also gives you an added advantage in the bidding process.

UNABCEC also recommends her members to equipment suppliers for hire/lease services and/or comfort letters for bidding purposes. We also encourage member-to-member leasing/hiring of equipment/tools among other services. 6)Networking and events: Free Continued professional Development opportunities through social events, conferences, Annual General Meetings and seminars for members and other industry stakeholders. These act as a platform for UNABCEC members to share insights and discuss with other industry stakeholders on a number of issues pertinent to the industry. You get to learn about common problems and the best solutions from other members

of the industry. Check out the events calendar on our website [www.unabceec.co.ug](http://www.unabceec.co.ug)

7) Education and training: Learn new skills and gain valuable professional experience through trainings in construction related courses offered by UNABCEC and our quarterly webinars aimed at training members on aspects relevant to the construction industry.

8) Tender Portal: We circulate information on advertised tenders from all over the country daily, on the members’ WhatsApp platform and a weekly summary every Friday via email to all members. This enables members to access fast and quick information on available tender opportunities in different pro-



Association's website is a viable world-wide gateway to Uganda's construction business.

11) UNABCEC SACCO. UNABCEC members and their staff are now able to save and access individual or company loans at fair interest rates, benefit from block/Joint venture investments, among other financial benefits.

**5. For those who haven't become members, how big is the membership family they are missing out on in terms of numbers?**

Our active membership is 356 companies and still growing.

**6. Doesn't being a member of UNABCEC mean the Association will interfere in how one runs their company?**

The Association does not interfere with how one runs their company except when the member violates the Association's code of conduct.

**7. Is there a strategy in place that supports members to benefit from one another's different levels of experience and expertise?**

We have partnered with our members and other institutions to ensure our members get value for money. The exclusive offers for UNABCEC members help them to improve on daily business operations. They include but are

**shs500,000**  
NON-REFUNDABLE  
APPLICATION FEES



**We always organise free events for UNABCEC members and these act as a platform for members to share insights and discuss with other industry stakeholders a number of issues pertinent to the industry. Members get to learn about available opportunities, common problems and the best solutions from fellow members.**

**The Association also advocates and encourages members to form joint ventures and consortiums among themselves as an avenue for capacity building.**

not limited to; trade finance, construction equipment and accessories, as well as construction materials.

We always organise free events for UNABCEC members and these act as a platform for members to share insights and discuss with other industry stakeholders a number of issues pertinent to the industry. Members get to learn about available opportunities, common problems and the best solutions from fellow members.

The Association also advocates and encourages members to form Joint ventures and consortiums among themselves as an avenue for capacity building.

**8. Are the benefits shared equally among every member despite variations in size, wealth and experience?**

Or are bigger companies more posed to benefit more than small ones?

All the members enjoy the benefits and services equally

**9. How long is the membership period? Is it a lifetime membership or expires by contract?**

Our financial year runs from 01st January to 31st December. Membership subscription, too, runs for the same period. All members therefore are expected to renew their membership in January each year to allow smooth running of the Association activities. However, the Association offers a six month grace period within which all members should renew their subscription. Any member who falls into arrears with its membership fee for more than twelve months ceases to be a member of the Association.

However, a member can also be suspended from the Association for a period of time or expelled if their conduct conflicts with the Association's code of conduct.

**Contact Mr. Golooba Vincent on: +256 392795036 membership@unabceec.co.ug**

curement entities around the country whilst concentrating on their other pertinent business errands.

9) Courtesy & media guided visits to members' offices & project sites. UNABCEC through her Project Monitoring Unit visits members' projects with an aim of monitoring works done by members as a way of fostering the Association code of conduct, showcasing works done by the members as well as understanding the challenges members are facing and how best the Association can help them overcome such challenges.

10) World Wide Web exposure: As a member of UNABCEC, a company's name is automatically listed on UNABCEC's website [www.unabceec.co.ug](http://www.unabceec.co.ug). The

## OBITUARY

# His life is no more but his legacy will live on

It is hard to find suitable words to pay a tribute to a truly remarkable man. In the death of Mr. Aryatuzoora Francis Karuhanga, Uganda's Construction Industry lost one of its greatest leaders and one who at the time of his death was justly considered the dean of his specialty. His passing on, which occurred on Friday 8th January 2021 was an incalculable loss to his family, the contracting sector, the construction industry in general, the lay public and to his many admirers and friends. Mr. Karuhanga who also doubled as the Founder and Executive Director of Arm-pass Technical Services Ltd enrolled his company to UNABCEC in 2007. He served as a board member and Vice Chairman of the Association between 2013 and 2015. He was later elected as the Chairman of the Association 2016-2018 and re-elected as the President for 2019-2021, an office he held till the time of his demise. During his term of service, he was an outstanding advocate for special consideration for an all-inclusive participation by national contractors in public procurement processes. He was a selfless and passionate leader who championed a number of activities aimed at developing the local construction industry. The entire construction industry will miss his strong voice fighting for their cause. His hard work, principled and ethical conduct of both personal and business life made him stand out. He was extremely generous and kind to all. Everyone who interacted with him had something to learn from him. We thank God for the years he was with us. He fought a good fight and finished his race. He is now with Angels crowned in glory. *You were loved in life and will always be loved and fondly remembered!!*

TILL WE MEET AGAIN, CONTINUE RESTING IN PERFECT PEACE FRANCIS KARUHANGA!!

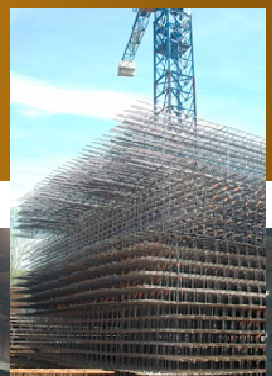






# ardefi

## THE PARTNER IN THE MODERNIZATION OF THE MANUFACTURE OF FRAMEWORKS FOR REINFORCED CONCRETE



### ORIGIN AND HISTORY

**ARDEFI SA** was created in 1994 by Philippe HERLIN, son of the founder of STANDARM, creator and promoter in France of industrial frameworks and the leading French manufacturer since its creation.

The creator of **ARDEFI**, himself managed the pilot plant of the STANDARM group for many years, thus giving to **ARDEFI** today valuable operational experience.

Since its creation, ARDEFI has benefited from this experience and continued to develop simple but universal equipments. **ARDEFI** has turned in particular to countries with manual practices and seeking the acquisition of materials and methods to optimize the manufacture of frameworks.



### ARDEFI MISSION

**PROFESSIONAL:** Make the manufacture of frameworks "a profession that respects the current rules and practices , producing quality products, using trained and therefore professional staff"

**ECONOMICAL:** Access to savings in material, scrap steel, manufacturing time, handling time.



### OVERALL OBJECTIVE

- . Divide the manufacturing times and consequently the delivery times by 10. .
- . Amortize the investment within 3 years.
- . Improve the quality of the structure through the quality of the reinforcement.

### ARDEFI'S PROPOSAL

In support with its **partners**, it is:

- Study local practices to diagnose the stakes.
- Propose with regard to these stakes and the allocated budgets :
  - Supply of simple, versatile equipment that does not require
  - Supply of a complete workshop from cutting to storage or shipping of products.
  - Supply of manual or computerized management resources
  - Support for the installation of equipment
  - Support for operator training



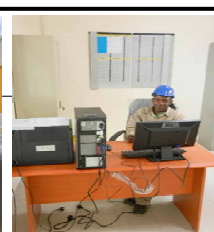
### ARDEFI REFERENCES

- Since 1994 supply of hundreds of materials to various European and African countries .
- Since 2007 present at Batimatec ALGER. Delivery and workshop assembly in Algeria and Guinea.
  - . Patent on the principle of a quick and mobile installation workshop under the name **ARMAPACK**
  - . Constitution of an **Ardefi Algeria** intervention-team operational on the African continent.



ARDEFI France , pherlin@club-internet.fr 0033681819802

ARDEFI Algeria leaderconsultant@yahoo.fr 00213770536299



# SUSTAINABLE GROWTH

## Is government inclined to create a conducive atmosphere for development?



BY JAMESONE OLONYA

**F**urther to the factor of “Enabling Policy Locus” I discussed in my message on page 6, it is worth emphasising that the proven structure that stimulates sustainable growth and development of the people is its government. All sectors in the economy are largely driven and guaranteed by the intentional efforts that its government invests in the protection, promotion, and development of the national industry. What are we seeing today, as the outcome from our government agencies?

### The government high side

As an Association of genuine contractors with addresses and office establishments across the entire country, we commend the government for the visible infrastructure projects spread in most parts of the country.

While the majority of these works have been dominated by foreign companies, nevertheless, we are glad that we can travel from Kisoro to Musingo—on a paved road. Load shedding has been tremendously reduced. Water has been connected to most urban and some rural settings.

It may otherwise be necessary to query: “At what cost have Ugandans been served? Shall the trend remain sustainable? Was skill and technology shared, to allow for national participation in the processes?” Our children are here to appraise the current status, and the considered outcomes.

### The government down side

Honestly, it makes very little sense for me that our government would be very slow to promote national contractors.

Yes, global funding agencies pride around with their terms and conditions, which prevails over those of the country where the projects are to be imple-

mented—whatever the details may serve. Such details have been terribly exploited by greedy public officials and middlemen, to the disadvantage of the “National Will and Conviction”.

That’s why I am appalled by the regressive sectorial tendencies, contrary to the Government of Uganda’s Vision 2040. I cite the case of selective procurements happening nowadays; among which USMID-AF program of Ministry of Lands, Housing and Urban Development belongs; the program has packaged (only for bidding purposes) small and/or otherwise independent, Urban Unit Road works in a cluster format of two or more urban units, which are presented as ostensibly bigger projects than they really are.

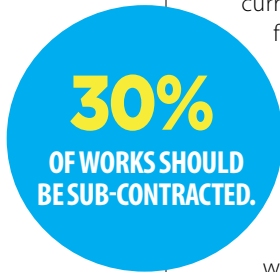
The fact is, when accorded their individual scope (by each urban center), they are literally small road works that should have been ring-fenced for local providers. On the contrary, however, the procurement by clusters is done only for bidding of these superficially bloated projects; when in reality, each of these Urban Units signs a separate Works’ Contract from the other Urban Units in the Cluster, and are individually and independently paid for, by the Urban Units in the same Cluster.

The structuring of the Works in such a manner is designed to outwit the procurement protocol, which presents particularly the Local Contractors, with difficulty; otherwise impossibility to comply with the attendant requirements. In a more accurate sense, unrealistic Bid Qualification Requirements

are set out by the procuring entities to favour others—at the disadvantage of the majority of the National/Local Providers.

I have reasons to consider that these practices are not properly perceived and/or intentionally instituted to propagate insidious tendency. Actually, and as matter of consequent realities, the same serves only to retard long-term national growth, promotion and development generally, and specifically those of the National Contractors (as it denies skill transfer, expertise and technical enhancement of National Providers); while setting the stage to benefit only Foreign Contractors and the creation of more briefcase companies (with the consequent foreign currency flight), and escalation of forgeries and corruption in the construction industry.

Suffice to say that such actions by Government Ministries and Agencies promote the recurrent status quo, and at the expense of national transformation; while allowing corruption to flourish and undermining National Providers’ participation in the infrastructural and fiscal development. Thus, the industry continues to be heavily polarized with all development projects gravitating to the Foreign Providers. In the process, National Providers are advantageously left with inconsequential assignments as “Easily Disposal Inconveniences”. That’s why we reiterate that this action should not continue, as it creates significant and far-reaching negative effects on the national strategic objective, such as pressing towards the local industry’s intended resource and structural reten-





tion capacity.

**UNABCEC PROPOSES:**

It's against this background and consideration that; while we cannot nationally operate as an island in a faraway galaxy, we urge government to intentionally stem out the unconscious tide against sustainable national development and relative self-sufficiency—in proposing as follows:

**1.**The National Construction Industry must be viewed for what it is, a key thrust fraternity for national economic development; which must be protected, defended, promoted and improved—to serve the success of the envisaged national transformation.

**2.**Government should provide an independent Agency of the State, to effectively regulate the construction industry in Uganda; while Ministry of Works and Transport should remain specifically to play the oversight role, and appraise every planned and/or being executed public works; while allowing the Agencies (including PDEs) to function under a private Business Model.

**3.**Relatedly, there is need to review the “Minimum Average Annual Turnover”, which is set and required by the procuring entities. This is overly too high for the National Contractors to meet, and which consequently impinges on fair competition and limits participation of most “Ugandan Contractors”. Therefore, we propose that the Annual Turnover requirement be

set to half of the total estimated Annual Contract Value of the proposed works. This annual turnover must always be confirmed by the record of Uganda Revenue Authority.

**4.**Moreover, on account of the regressive trajectory in Technical Capacity Building, and the General Economic Retention that we have herein indicated, the clustering of works in more than two districts be barred.

**5.**Furthermore, the respective procurement entities in Uganda, in most cases have never undertaken such scope of works before. In other words, awarding works of varying magnitude to many “Ugandan Contractors”, while requiring the element of “Past Experience”, the same is unrealistic and unfavorable. Accordingly, we opine that past experience on, at least, a project with 30% of similar desired works executed in Uganda should qualify the Local Bidder for consideration to execute the desired works.

**6.**On the other hand, specific experience of two projects by the Local Bidder should be tagged to at most 20% of the Estimated Value of Works. However, such Work should never include tasks provided by “Specialized Works”. Bidders should instead only be required to provide joint deed of undertaking with the “Specialized Works’ Providers” they propose in their bids.

**7.**Demonstration of financial resources should not exceed the Advance Amount to be provided under

the contract.

**8.**Demonstration of required equipment should be limited to only equipment whose utilization on works is 70% of time on the works and should exclude Specialized Suppliers equipment, e.g.: The Stone Crusher and hot Mix Plants on Road Projects. Bidders should instead only be required to provide joint deed of undertaking with the established providers.

**9.**Demonstration of mandatory placement of graduate interns for every Bidder should be a requirement to projects’ award. A Bidder should provide a firm undertaking with Universities and Colleges to absorb Graduate Interns.

**10.** Specifically, 30% of Value of Works for Sub-Contracting on Works above the National Set Thresholds should be refined to ensure that such Works are Sub-Contracted. Importantly, the scope should be identified at Design Stage by the entity, which in turn will allocate Prime Cost Sums for the identified Sub-Contracting Works. The allocation of Prime Cost Sums prior to bidding process of the project would help unify prices for the Sub-Contractors, so as to avoid cases whereby projects fail due to under quoting just for the aim of winning bids. Furthermore, it will avoid biases from the Foreign Providers, who are always tempted to quote lower prices on Works earmarked for Subcontractors to fail the National Policy Objectives.

**11.**Last, but not least, there must be plausible representation of the Private Sector in the Bid Documents’ Formulation Process. Necessarily, we propose that relevant Private Sector “Umbrella Bodies” be particularly consulted during the “Bid Documents’ Formulation, and consequently be involved in the Monitoring of Performance of the Contractors and their Sub-Contractors”.

I believe that the above interventions will go a long way in ensuring potential turnaround of Uganda’s economy. Promoting National Contractor’s participation is a significant economic intervention measure meant to help develop the local economy through employment creation and foreign exchange retention.

FOR GOD AND MY COUNTRY!

**Mr. Olonya is the UNABCEC President**

## Pictorial

Amidst the Covid-19 pandemic, UNABCEC managed to hold a physical 27th Annual General Meeting while observing SOPs. The meeting took place on 10th December 2020 at Silver Springs Hotel Bugolobi. The event was sponsored by NCBA Bank Uganda Ltd, Mantrac Uganda Ltd, Stanbic Bank Uganda and Libitco Technical Supplies Uganda Limited.



UNABCEC Executive Director, Mrs. Elizabeth Muhebwa with Mr. Julius Mugabo, Director of Libitco Technical Supplies Uganda Limited launching a partnership that offers exclusive discounts on fleetguard products purchased by UNABCEC members.



Stakeholder Engagement Forum organised by CoST Uganda on 17th February 2021 at Protea Hotel Kampala to deliberate on matters affecting local contractors' participation in public procurement.

## Pictorial



ABOVE: UNABCEC Executive Director, Mrs. Elizabeth Muhebwa awarding Cemeters Limited as an outstanding Member of the year 2020 at the 27th AGM. The award was received by Mr. Ayub Raza"



Eng. Samson Bagonza, the Engineer in Chief Ministry of Works and Transport officiating at the CoST workshop on 17th February 2021

## Pictorial



**TOP:** UNABCEC Executive Director, Mrs. Elizabeth Muhebwa with Mr. Emmanuel Kikoni, Manager Transactional Banking at NCBA Bank launching a trade finance partnership that offers exclusive financial support to UNABCEC members at the 27th AGM.



**RIGHT:** High level meeting on fair business practices organised by CoST Uganda on 10th February 2021 at Protea Hotel to bring together the private sector and government to deliberate on matters relating to infrastructure procurement.

**Pictorial**



**TOP:** UNABCEC Executive Director presenting on local content at the Engineering Day Celebrations on 4<sup>th</sup> March 2021.

**TOP:** UNABCEC President, Mr. Jamesone Olonya with UNRA Executive Director, Ms. Allen Kagina interfacing with journalists at the 2021 UNRA - UNABCEC annual engagement on 11<sup>th</sup> March 2021 at UNRA offices in Kyambogo.

**RIGHT:** Group photo of UNABCEC Members who attended the 27<sup>th</sup> Annual General Meeting on 10<sup>th</sup> December 2020 at Silver Springs Hotel Bugolobi.



**TOP:** UNABCEC Executive Director (4<sup>th</sup> right) with other delegates at the 13<sup>th</sup> East African Procurement Forum that took place on 15<sup>th</sup> and 16<sup>th</sup> April 2021 in Kigali, Rwanda.

# HEALTH AND SAFETY: Solution to low productivity, profitability and organisational competitiveness



**BY VINCENT GOLOOBA**

**R**isk taking is part of every business. We always take risks in product development, production and marketing in order to stay competitive. However, employers should never ever patronize the risk of undermining the safety and health of employees at the workplace.

The old phrase, “safety first” may sound nice, but in reality, safety is less effective if it’s thought of as a priority. In a highly-competitive environment, priorities change rapidly – to survive, a company must both produce and be safe. Turn safety into a core corporate value that never changes when the going gets tough. Thus, “safety first” should die out to “Only Safety”, meaning that safety is more important than production irrespective of the industry.

This emphasizes the idea that it’s fine to produce as hard and as fast as long as you do it safely. This is so because of the invisible but catastrophic injury and accident costs that include but are not limited to downtime, lost productivity, lost profitability, lost reputation and employee training costs among others.

Companies have continuously tended to focus on the visible or direct accident costs such as medical bills, maintenance and insurance costs among others forgetting the naked fact that accident invisible costs are 300 times the direct costs.

It is critical that top management demonstrates not only an interest in OSHE, but also a long-term commitment through the unyielding provision of time and financial capital resources to develop programs that protect the safety interests of stakeholders and customer at all levels. Developing a robust OSHE culture requires top



**Claims managers ensure that all workplace injuries and accidents are effectively investigated and that all compensation claims are processed in an effective manner. Also, effective post injury and accident medical management is ensured to aid the timely restoration of employees to their respective workstations. Employees within the human resources department usually hold this**

management to identify and develop all the necessary programs that integrate employees at all levels in OSHE management activities so as to develop a hazard-free work environment by tapping into the safety

creative potential of each employee for sustained competitive advantage. An effective OSHE system in a workplace becomes a successful profit centre for the organization, saving far more than the investment especially when it saves the company from





invisible accident costs such as lost productivity, profitability and competitiveness. Unsafe working conditions undermine workers' morale and motivation and this can significantly lead to an increase in the turnover of highly qualified but hard to replace workers. Moreover, accidents can adversely impact a firm's image and competitiveness a great deal, whereby most will shun its products and services which can potentially lead to closure.

A successful safety management system must include the integration of employees at all levels. Employee roles



and responsibilities should be defined to include safety management, safety engineering and claims management. Each position has distinct responsibilities and processes;

**Safety Management:** Safety man-

agers consult and advise all line and staff functions so that the OSHE core function moves in a coordinated fashion. A person that is formally trained in OSHE management holds this position with operations and general management expertise.

**Safety Engineering:**

Safety engineers correct hazards in the workplace through effective design of tools, equipment, machinery, facilities and supportive programs. Maintenance technicians and/or engineers within the organisation usually hold this position. The ultimate purpose of these strategies is to eliminate or reduce the harmful transfer of energy to the respective employee. Such engineers should as well be availed with the minimum OSHE training for effectiveness.

**Claims Management**

Claims managers ensure that all workplace injuries and accidents are effectively investigated and that all compensation claims are processed in an effective manner. Also, effective post injury and accident medical management is ensured to aid the timely restoration of employees to their respective workstations. Employees within the human resources department usually hold this position.

Working together, these three functions can help ensure the most effective of workplace processes are employed proactively, to prevent future similar injuries and accidents.

The connectivity between a safe workplace, safety programs, firm productivity, profitability and competitiveness is gaining strength by the hour. The benefits can include a hazard free workplace, reduced paid absenteeism, compensation claims, increased staff motivation, reduced staff turnover alongside increased productivity, profitability and competitiveness.

**Mr. Golooba Vincent is the Membership officer of UNABCEC, a Construction manager by Profession and Occupational Health, Safety & Environment practitioner**



# Mpondwe Bridge: The local contractor's pride



**BY PEACE AGNES ASIIMWE**

**O**n June 16, presidents Kaguta Museveni of Uganda and Felix Tshisekedi of DR Congo commissioned Mpondwe Bridge at a colorful ceremony attended by representatives from both countries. Having been designed and built by an indigenous contractor, the bridge joins a list of other iconic projects making local contractors, and anyone interested in championing their growth, proud.

The work was done and completed by Armpass Technical Services Ltd, which was procured by the government of Uganda through the Uganda National Roads Authority. The contractor's role included designing and building the bridge across River Lhubiriha, at the Uganda-DR Congo border. The bridge is part of a lot of four bridges; Mpondwe Bridge on Kampala-Mubende-Fortportal-Uganda/DRC Border Road, Nsongi Bridge on Kasisi-Rutete-Kabata-Rwenkerizi-Kyanga Road, Ruzairwe Bridge on Kibaale-Kyebando-Pacwa Road and Mpanga-6 bridge on Kamwenge-Kabambiro road.

### Why this bridge?

The bridge was majorly to replace the functionally and structurally obsolete bridge (Bailey bridge) that existed on the river and had been deemed unsafe for the heavy traffic that comprises heavy cargo trucks crossing the border.

The contract, therefore, included:

### Design

- Topographical surveys: covered a corridor of 15m on either side of the existing approach roads
- Hydrological study and hydraulic design: The final bridge openings were checked against a 100-year flood with a free board of 1.50m and checked against a 200-year flood. A bridge opening of 20m and

a height of 6.0m to the beam soffits including a 1.50m free board was adopted. Because of the changing flow of the river channel at the bridge location and the steep banks, it was necessary to design the bridge at a skew angle of 28 degrees.

- Geotechnical investigations: Geotechnical investigations undertaken included: Dynamic Cone Penetration tests, Excavation of test pits on the approach roads, drilling four boreholes, SPT testing, Laboratory testing of the recovered samples, UCS for rock samples, shear box and pH, chloride content and sulphate content values; Computation of the rock quality designation, Water testing for pH, chloride content and sulphate content; and Stability analysis of the approach roads embankments.
- Geometric design of 1.05km of approach roads
- Pavement design of the 1.05km of approach roads:
- Bridge design: The deck was designed as a 20.7m single span, comprising a 250mm thick reinforced concrete deck carried on four 1m deep steel plate girders at 2.50m centres. U-channels were provided as longitudinal shear connectors connecting the deck with the plate girders. Although flared wing-walls are best suited for river bridges to best guide the flow of the water into the bridge opening, this was not possible at this location because the new bridge is located only about 15m from the centre line of the old bridge, which could not be demolished without an alternative, due to the high traffic in the area. Therefore, wing-walls parallel to the road were adopted on the river upstream. On the downstream side, due to the flow of the river, one wing-wall was designed as flared to best protect the embankment while the other side was

designed parallel to the road to provide unhindered flow of the river.

- Fabrication and Construction
  - Industrial fabrication of grade 50 (355N/mm<sup>2</sup> yield strength) structural steel girders and accessories.
  - Construction of the Reinforced Concrete bridge with minimum strength of 30Mpa for the substructures and 40Mpa for the superstructures.
  - Construction of 1.05km approach roads, including drainage structures.
- b) Ancillary works and River training
  - Gabion protection works
  - Installation of guard rails
  - Installation of traffic signage.
  - River training works both upstream and downstream.

### Challenges

As is with any construction work, the project was not devoid of challenges. These ranged from heavy traffic, disease outbreaks and flooding among others.

- Delayed clearance to access the DRC side of the bridge to start works on the abutment. Permission by DRC to access the bridge site on the Congo side was granted in February 2019, 15 months after site handover to the contractor.
- The Abnormal flooding at Mpondwe in March 2020 before completion of the road works delayed the works. These unprecedented floods also affected our site camp and damaged the guard rails on the bridge. Many bridges in the area were swept away, including the old bailey bridge and lives were lost. Although such flood levels were unprecedented, the main bridge structure remained intact and structurally sound.
- The construction took place during a time when eastern DRC was ravaged by the Ebola pandemic. Our Health and Safety mechanisms had to be upgraded.
- The heavy traffic at Mpondwe border

made it difficult to work on the approach roads during the day. Works had to be scheduled during night hours when the traffic is lower.

Despite these, the contractor was able to deliver the works as promised and on the day of commissioning, it was clear that local contractors are indeed ready to take on and deliver on big construction projects.

**About the contractor**

Armpass Technical Services Limited is a civil and construction company, founded, owned and ran by Ugandans. Its founding Executive Director was Mr. Francis Aryatuzoora Karuhanga, who at the time of his death in January 2021, was the Chairman of UNABCEC.

Over the past 23 years, Armpass has undertaken many challenging projects and accumulated skills and experience in design and build solu-

tions, building works, bridge construction, road construction and related engineering works. Armpass is one of the

first indigenous companies to execute mega design & build bridge projects.

**Project Data**

Project Funding	Government of the Republic of Uganda
Employer	Uganda National Roads Authority
Employer's Representative and Engineer	Eng. William Sharpe Tumwine
Date of contract signing	3 <sup>rd</sup> November, 2017
Commencement Date	8 <sup>th</sup> December 2017
Approval of Final Design	31st August 2018
Project Duration-for 4 bridges	6 months design period + 30 months construction period
Defects Liability Period	12 Months
Substantial Completion	December 8 <sup>th</sup> , 2020, although the bridge was open to traffic by February 2020

**Ms Asimwe is the Managing Director Armpass Technical Services Limited**

**RIGHT: Mpondwe Bridge at Commissioning after completion of construction works**



**INSET: President Museveni and President Felix Tshisekedi officially commission the Mpondwe Bridge**



**RIGHT: Mpondwe Bridge before construction**



# COVID-19 AND LESSONS TO LEAD COMPANIES on the road to business recovery



BY FRANCIS OLUL

**T**he onset of the global pandemic COVID-19 led to disruptions in business, way of work and the economic atmosphere world over as a result of the measures put in place to prevent its spread. The construction sector was not spared. And in Uganda, construction business activities were severely disrupted especially during the lockdown period, in particular affecting running projects in more ways than one.

For instance, sites were short of construction materials as initially all hardware stores were closed. Because of this, construction personnel had to be demobilised.

But even with the hardware shops reopened and construction back in business, there is a general scare among personnel about the possibility of contracting the coronavirus.

The disruption in business also interrupted payment processes and supervision support. Worse still, credit supplies arrangements were disrupted as most suppliers started demanding for cash payments because of business uncertainty.

## Major disruptions

Income performance was, therefore, severely disrupted, as even where works were executed it was not possible to inspect and process payments. This has consequently affected cash flows for most construction firms and the ripple effects shall be felt till end of the year at the earliest.

Like is with most disruptions in cash flow in companies, one of the coping mechanisms is to reduce on expenditure on the labourforce. This year, the situation has forced some companies to lay off workers, especially the field/casual staff. Soon, there will be extra expenses incurred by firms to re-mobilize

## Tips government can use to help

- Prioritize settlement of arrears to improve cash flows of suppliers/contractors.
- Revise the VAT rate of 18% downwards in the medium term.
- Allow companies to defer NSSF contributions.
- Inject capital into Uganda Development Bank and ease accessibility.
- Enforce the local content policy and the Buy Uganda Build Uganda policy.

and re-start running contracts, which is an extra cost to the contract.

Additionally, the Standard Operating Procedures (SOPs) for construction in light of Covid-19 shall further increase the cost of mobilising and maintaining the workforce on site. Worker remuneration has been negatively impacted as a result of the lack of site activities/lockdown (especially the casual workers who constitute more than 80 per cent of contractor's workforce).

The effects have not spared companies in the business of raw materials as some closed shop during lockdown, therefore making access to construction materials and inputs difficult. It will take some time, before companies which closed pick up pace and catch-up with lost production.

Even more, the demand for services dropped as the income streams for clients who contract were disrupted. In the case of government, tax remittances plummeted.

This volatile environment has affected the ability of most companies to service their credit obligations with banks. This consequently will mean a drop in contractor's credit ratings with financial institutions



**Mitigation measures and strategies**

But with any bad business year comes solutions and companies must now move forward seeing as COVID-19 may still be here with us. Businesses should scale down the workforce to align with the realities of the times and stay afloat. For those that have running loan obligations, renegotiate credit settlement terms with banks and suppliers who expect payments where possible. Companies which may

not wish to lay off employees can review terms of their employment and in addition they can look at possibilities deferring some taxes and NSSF obligations until the situation improves as a short-term mitigation factor. Because of the current realities, companies can also review contract terms and conditionalities with their clients and see where there is flexibility especially related to enforcement of SOPs in construction.

If COVID-19 persists, in the long run, companies have to factor in the costs of doing business in all new contracts to reflect the new realities. There will be need for a complete re-look at business processes for individual firms and adjustments made to ensure survival.



and maintain tax collections.

The VAT rate of 18% can be revised downwards in the medium term to improve cash flows for companies, in addition to allowing them to defer settlement of the same to allow recovery.

In case some companies request to defer NSSF contributions, the government should not hesitate. Government can also inject capital into Uganda Development Bank and ease accessibility at a reduced rate to spur borrowing and introduce competition with the commercial banks.

But most importantly enforce the local content policy and the Buy Uganda Build Uganda policy to ensure that local companies can get a reasonable share of government contracts to minimise capital flight by foreign firms.

With the uncertainty hanging around COVID-19, it looks more likely that the disease's impact on businesses will be felt for some good time but the onus is upon us to embark on the road to recovery.

**Mr. Olul is the Director of PRISMA LIMITED**

**18%**  
VAT RATE CAN BE REVISED DOWNWARDS

cash flows pre-Covid-19 resulting from government's inability to settle payment arrears.

**How can government help**

Government can prioritize settlement of arrears to improve cash flows of suppliers/contractors. This will also increase consumption demand

and hence impinge on the ability to contract credit in the medium to long term. The construction Industry position has been severely weakened by the cash flow interruption, and therefore their ability to meet their financial and tax obligations severely impeded. Yet, the above position is not helped by the fact that a majority of the companies that work for government had weakened



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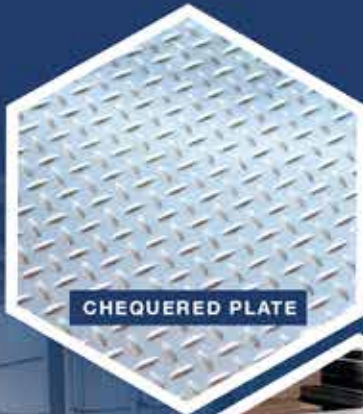
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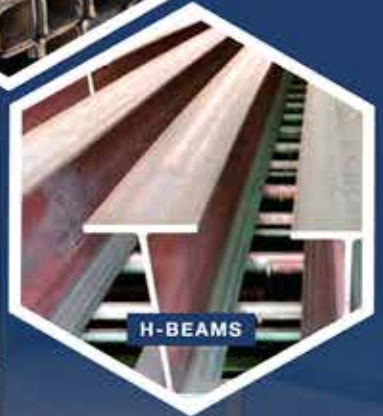
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# CONSTRUCTION CLAIMS: How does a contractor present a professional one?



**ENG. PAUL BYANGIRE RUSOKE**

**T**raditionally, in Uganda, claims within the construction industry were handled by the parties at project level. The contractor's quantity surveyor, for example, would compile the claim and the architect (building projects) or engineer (roads and water projects) would respond with support from the client's quantity surveyor.

Nowadays, claims are common within the industry and whether one consists of a relatively straight-forward claim brought by a contractor to establish entitlement to payment for a variation, or a complicated claim for an extension of time and payment for associated prolongation costs, for it to be dealt with in a timely manner, the claim needs to be prepared and determined in a professional and proper way.

The objective of a claim is to demonstrate that the claimant has entitlement to compensation and to demonstrate the amount of compensation. It is an assertion of a party's right under the terms of a contract or at law.

**How do you determine a claim**

A professional claim should clearly demonstrate four key elements of cause, effect, entitlement and substantiation. The cause is what

happened; and this could be late or restricted access to the site, instruction to carry out additional work, late drawings, instructions or information, instruction to suspend the work, instruction to accelerate the work, and exceptionally adverse climatic conditions, among others.

The effect are the consequences of the cause to the claimant. The effect could give rise to entitlement to an extension of time, additional payment or both, but in order to prove that it does, it is necessary to establish that there is a direct link between the cause and the effect.

The analysis of cause and effect is one of the most important parts of a claim or response and if not dealt with properly in a claim for an extension of time, the claim will undoubtedly fail. The contractor has to be good at record keeping for cross referencing of documents and to ease the work of the reviewer who is determining the claim.

In many cases, claims are brought about by less straightforward events than the issue of a variation and in such cases, the cause narrative would usually need to be well detailed in order to deal with the background of the matter. In some cases, the effect may be very easily established and in others the narrative needs to contain a more in-depth explanation and demonstration of the effect.

Where the effect is a delay to complete the project, one must

establish that the delay events actually affected the time for completion, which is something that is necessary for an extension of time award to be warranted. In order to demonstrate this, it is necessary to carry out some form of delay analysis.

**Role of a contract**

The claimant needs to deal with the necessity





of establishing the contractual or legal entitlement to the claimed payment or time, to demonstrate the element of entitlement. It is important to know that entitlement has to be in the contract. Different contracts provide entitlement differently, for example an award of extension of time may not necessarily entitle a contractor to prolon-

gation costs.

Most contracts demand that a contractor notifies the client or project manager of a potential claim for the claim to be considered. It is not obvious that a force majeure event

shall be compensated if the contractor does not follow contractual procedures.

Substantiation of the claim will then be demonstrated by evidence of records presented (preferably in a chronological order) to support the cause and effect elements.

It is, therefore, important that our members begin to engage professional claims specialists to save on time and budget in approval of these claims but also to ensure that the claim does not escalate to a dispute.

**Eng. Rusoke is Uganda's regional representative, Institute of Construction Claims Practitioners**



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# EMBRACING TECHNOLOGY to enhance tax compliance



BY JULIET NAJJINDA

**A**s the world transitions from analogue to the digital era, the Uganda Revenue Authority (URA) has also intensified the use of technology to enhance tax compliance. In this regard, URA has adopted methods such as generating data analytic reports from the information that is contained in the taxpayers' returns to identify areas of non-compliance. In addition, URA has also introduced advanced technology solutions such as the digital tax stamps (DTS) and the Electronic Fiscal Reporting and Invoicing System (EFRIS) under a tax compliance campaign dubbed KAKASA.

The DTS regime was introduced in November 2019 to be implemented by manufacturers and importers of excisable goods such as cigarettes, water and the various alcoholic beverages. One of the objectives of introducing DTS was to put in place a digital tracking solution which will enhance compliance towards excise duty by tracking the sale of excisable goods at the point of being supplied into the market. The DTS solution is also aimed at protecting traders against unfair competition from smugglers, manufacturers of counterfeit products and illicit traders.

The URA through their public notice of March 17, 2021 has now extended the requirement to affix digital tax stamps to cement among other items. This move will require manufacturers and importers of cement to purchase the digital stamps from URA and also incur additional administration costs to upgrade their systems to enable them adopt the mechanism of affixing the digital stamps to each bag of cement produced/ imported. These additional costs are likely to lead to an increment in the price of cement. The importers



**The DTS regime was introduced in November 2019 to be implemented by manufacturers and importers of excisable goods such as cigarettes, water and the various alcoholic beverages. One of the objectives of introducing the DTS was to put in place a digital tracking solution which will enhance compliance towards excise duty by tracking the sale of excisable goods at the point of being supplied into the market.**

and manufactures of cement are expected to pass on this cost to the final consumers of the cement, which will result in an increase in the cost of construction.

Furthermore, URA has also introduced the EFRIS system which requires VAT registered taxpayers to issue electronic invoices for supplies made with effect from 1<sup>st</sup> January 2021. There are various compliance checks that come along with the EFRIS system, for example, EFRIS is expected to; improve VAT compliance by ensuring completeness of output VAT on all supplies made by taxable persons; give URA visibility of taxpayers' transactions on a real time basis to inform their revenue projections; improve record keeping and increase efficiency in conducting tax audits / tax refunds; ease the VAT return filing process since taxpayers will only review the prepopulated VAT returns before submitting the VAT return to URA; and to eliminate the issuance of fictitious credit notes and invoices.

The above EFRIS solution is also being extended to other tax heads like corporation tax whereby when determining the taxable income for corporation tax purposes, taxpayers will not be granted deductions for expenses that are not supported by electronic invoices, where the respective invoices were obtained from VAT registered persons.

The Government of Uganda

anticipates an improved level of tax compliance from the various sectors of the economy following the roll out of EFRIS. However, this change comes in at a time when UNABCEC members ("contractors") are already voicing their concerns regarding the requirement to make timely VAT remittances to URA without giving due consideration to Government's practice of delaying payments.



The contractors are required to account for VAT on transactions involving significant sums of money in the month in which the electronic invoices are issued and then wait for payment from the Government. The payments from the government ordinarily take over six months to come through, which leads to their working capital being tied up in VAT.

Late receipt of payments from the government means that contractors may have to borrow to make timely VAT payments to avoid accrual of compounded interest. This will increase the cost of doing business as contractors have to pay interest on loans that are used to finance the VAT payments and yet these contractors did not take into consideration the additional interest factor in their contracts with



government.

In order to remedy this situation, the government needs to support the industry by putting in place legislation that allows the contractors to only make VAT remittances after they have received payment.

In addition, for the government projects, government may consider extending the deemed VAT incentive to the contractors. This incentive would waive the requirement for contractors to make cash outflow

payments for VAT on the various projects funded by the government.

Separately, at the time of entering contracts for the various projects, the contractors should get the government to commit to more predictable payment terms and agree on an interest charge in respect of the late payments.

**Ms. Najjinda is a Tax Manager  
Pricewaterhousecoopers Limited**



# PUBLIC FACILITIES: ENSURING safety and health at the construction workplaces



BY ENG. CHRIS OPUH (PHD FCIQB)

In line with the Occupational Safety & Health (OSH) Act No.9 of 2006 and its subsidiary Regulations and in conformity with Article 39 & 40 of the Constitution of Uganda 2005 as amended, emphasizes the safety and health of every work environment to all stakeholders and its neighborhood. In this, the Ministry of Gender, Labour & Social Development is mandated to undertake inspections of all workplaces in the country construction to ensure that, all safety & health standards are complied with and adequately addressed,

As you may wish to know as a practitioner in the construction industry, the recent survey and report released by the International Labour Organization (ILO) of 2018, categorized the construction industry as the most hazardous workplace with 6 of 10 fatalities taking place in this industry. This has caused tremendous losses to the economy through accident and incident regimes



**The Ministry has also recruited a team of lawyers to handle non-compliance in liaison with the Industrial Court at Ntinda and having bulletins and continuous interactions for the good of this industry.**

and compensations, high rate of labour turn-over, unregulated rudimentary practices, re-building the structural failures, high cost of doing business by numerous extension of times that impact directly on the project overall performance in terms of time, cost, quality, quantity, and safety and health.

As a regulated workplace, a number of stakeholders who should be

given access to the construction facility by express permission include engineers, architects, consultants of any task, auditors, funders, OSH Inspectors, rescue teams, investigation teams, contractors, suppliers, local leaders and any other interested party duly authorized in law.

Further to this predicament, there's compulsory observance of the Osh Regulations and this has been effected through the PPDA amendment 2020 under the Preliminary and General as a stand-alone item for ease of enforcement.

Challenges in enforcing mandatory and compulsory access to any part of a public construction site has been that many developers adequately present copies for approval and if done, they only handle it at local authority level whereas, the occupational safety & health is mandated under Sec-



tion 42 of the Osh Act 2006 reviews plan safety before construction commences. There are a few inspectors to effectively carry out patrols, poor and inadequate traffic management plans, inadequate human resources with the contractor, lack of timely reporting of accidents to the Ministry mandatorily, determination of degree of incapacitation of the workers hence information flow is curtailed.

**Mandatory provision of site access**

In the recent past, the Equal Opportunities Commission raised concerns about the lack of provision on a number of construction sites and also completed projects, especially building sites in Kampala Metropoli-

tan which prompted many approving institutions to undertake critical reviews in scrutinizing submissions. Among the concerns noted included lack of ramps for PWDS, pregnant mothers, children, fire exits and emergencies, assembly points, pollutions and adequate air circulation within the built environments. To-date, a number of regulations have been reviewed that include the NBRB, bowec, safety and health checklist and chemical safety.

The recent areas of the industry that got inspected and evaluated include the hospitality industry, shopping arcades and malls, factories, commercial buildings of high-rise in nature, rural and national roads maintenance, rehabilitation and construction, oils and gas industry, especially in the Albertine, power generation, quarrying works, water works, and tunnel works. The need arose as there was inadequate attention to the design by stakeholders to access the last point of connectivity resulting into a fundamental breach.

**Actions taken**

In line with section 5(7) of the Occupational Safety & Health Act 2006, the ministry has intensified sensitization of developers, including ministries, departments and agencies of government and Non-Governmental Organisations through joint collaborations to ensure safety and health is observed to the letter. All work sites must have Statutory Workplace Registration Certificates(S 40/41), all statutory equipment to undergo periodic examinations, requiring that all workplaces provide health & safety management plans and deploy a competent safety officer and continue to observe standard operating procedures for high-risk jobs. The ministry has also recruited a team of lawyers to handle non-compliance in liaison with the Industrial Court in Ntinda, a Kampala suburb and having bulletins and continuous interactions for the good of this industry.



# COVID, CONSTRUCTION and climate change



**RSU PATHIAS K. AKABANJUNA.**

**T**he infrastructure sector finds itself at crossroads amidst disruptions in global trade, shifts in availability of capital, evolving social and environmental priorities, population growth and rapid urbanisation.

Climate change is happening now and we are already seeing the consequences of a warmer planet. The decisions we take on the environment now and along a narrowing window over the next few years, will determine how adverse these consequences will be for the generations to come.

Infrastructure systems play a direct role in nearly all of the top 15 sectors that produce greenhouse gases globally and have the single largest influence over three of the top six sectors; power plants, commercial buildings and residential buildings. Together, these sectors account for more than one-third of global emissions. Only money, which is involved in every sector, has a greater influence on climate change.

The way we build our infrastructure is, therefore, critical to climate

change risk response planning. And the transition to low-carbon, climate-resilient infrastructure assets remains a key aspect of this response. It is estimated that about 70 per cent of the increase in future greenhouse gas emissions will come from infrastructure that is yet to be built!

**COVID-19, the new challenge**

These aside, the COVID-19 pandemic has introduced new challenges for the sector. While the full impact of the pandemic will probably take years to manifest, the circumstances have already forced the industry to adapt, with renewed focus on operational resilience, new technologies, affordability and sustainability. Successful infrastructure delivery demands close alignment and collaboration between varied stakeholders, each with its own agenda and interest. No single player acting alone can effect real change in the sector.

The pandemic and climate change are both global problems, and in responding to the former, there is an opportunity to build resilience for the latter. Although



**“For so long, countries and cities have tried to solve a single infrastructure problem at a time, without thinking about how it impacts on, and is impacted by others. As a result, we perpetually try to fix the negative consequences of our inadequate solutions of the past. Yet, integrating urban, regional and transportation planning can reduce urban sprawl and reduce the demand for and dependence on transportation methods that produce greenhouse gases.”**

COVID-19 has put so much stress on the construction industry, global demand for infrastructure means the sector remains as essential as ever and will have to respond accordingly. Players need to understand how the pandemic has changed the industry and position themselves for the rebound.

Any infrastructure-related stimulus package to mitigate the effects of the pandemic should ideally be focused on activities that reduce carbon consumption: advancing the shift from fossil fuels to renewables; incentives for cleaner, greener construction methods; and the promotion of environmentally friendly modes of transport. In other words, recovery efforts can create an opportunity to advance the sustainability agenda. The largest portion of capital should be allocated to investments with a positive environmental impact.

**Consider environmentally friendly interventions**

In response to increased pressure from a range of stakeholders, many infrastructure investors, public and private alike, are strengthening their environmental, social and governance focus, and are increasingly looking to environmentally sustainable assets.

In addition, several standards and frameworks have emerged to integrate climate-related factors into investment decisions and redirect capital to environmentally-sustainable projects. For instance, in Uganda, the Environmental and Social Management Plan as well as the Environmental and Social Performance Security have become mainstream and key requirements on infrastructure projects.

In as much as population growth and rapid urbanisation pose major

challenges to the world, they also offer big opportunities for the construction industry to transform its image and reputation, and begin to deliver sustainable infrastructure and services, that are efficient and carbon neutral. The industry has to develop the capacity to minimise the environmental impact of its activities, and develop buildings, infrastructure and services that are sustainable and enhance the quality of life and wellbeing of end users and the community.

Investing in infrastructure is a long-term commitment that is very difficult and expensive to reverse. As a result, infrastructure investment decisions can lock patterns of development for decades and have major implications for the reduction of greenhouse gas emissions, both now and in the long term. For example, simply building more highways as the only response to the growing number of cars is likely to lock a country into a future of long-term high-greenhouse gas emissions.

**Costly solutions**

Such simplistic approaches and lack of forward-looking, systematic infrastructure planning has worsened the threat of climate change. For so long, countries and cities have tried to solve a single infrastructure problem at a time, without thinking about how it impacts on, and is impacted by others. As a result, we perpetually try to fix the negative consequences of our inadequate solutions of the past. Yet, integrating urban, regional and transportation planning can reduce urban sprawl and reduce the demand for and dependence on transportation methods that produce greenhouse gases.

Infrastructure exists and functions in a highly interdependent



set of systems. For example, a thermal power plant requires water for cooling, while water supply systems require electricity to run the pumps. The ability to fully comprehend and model such an interdependence by aligning design and investment in clean technology is needed to effectively reduce the contribution that such systems make to global greenhouse gas emissions and increase the stock of sustainable infrastructure.

For housing construction, there is need to start delivering buildings designed to reduce energy consumption, conserve water, reduce pollution and protect human health. These must meet the three pillars of sustainability. Economic sustainability through ensuring optimum allocation of inputs, as well as environmental and social sustainability through avoiding waste and reducing pressure on the natural environment from demands for resource-intensive building materials, right from extraction through to manufacturing and delivery to sites.

Economically sustainable buildings that emphasise efficient resource allocation, lead to cost reductions which can be passed on to end users in lower rents. Equally, socially sustainable buildings emphasise the wellbe-

ing of end users, which brings benefits to productivity, hence economic growth and development. This is particularly the case where materials and labour are sourced locally to provide employment and income generating opportunities for local communities.

The social sustainability pillar places emphasis on wider participation by all project stakeholders working as a team. This has implications for construction as well as post-construction maintenance and affordability costs, which fulfill some attributes of both environmental and economic sustainability.

For example, possibly high refurbishment or correction costs are avoided, where all stakeholders are involved, as projects are delivered to customer satisfaction.

Similarly, upholding the social values and rights of the end users and construction workers in particular, fulfils social sustainability attributes. Adequate welfare facilities and working conditions for construction workers not only facilitate the building of social sustainable buildings, but also, leads to productive workers likely to remain in construction.

Pursuing sustainability in the construction sector through recognizing and embedding the interdependencies of the three pillars from the start is beneficial to individuals, the industry and the environment.

**Mr. Akabanjuna. is a Construction Management Specialist at KOICA, Uganda**

**70% INCREASE IN FUTURE GREENHOUSE GAS EMISSIONS WILL COME FROM INFRASTRUCTURE**



# GIRL POWER

**BETTY NAKAMYA**

## Women don't need empathy but support because they can be excellent engineers

**1. Most girls in this generation still find it difficult to enroll for engineering or even science and technology courses. As an encouragement to the girls who look up to you, what was your journey to engineering class and subsequently profession like?**

Right from Mengo Secondary School, Kampala, it was clear to me that I was passionate about science that when I had to make choice of subjects, I chose science-related ones. In fact, Physics, Chemistry, Mathematics were among my best subjects and indeed, I passed them highly at O-Level, which informed my subject combination Physics, Chemistry and Mathematics at A-Level.

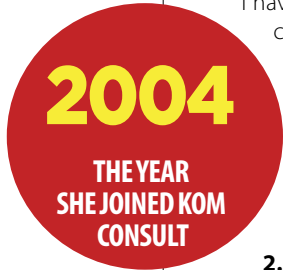
Despite discouragement from some of my parents' friends who told them engineering was a highly competitive and male-dominated course, I was determined to enroll for the course at university. Luckily, I joined Makerere university for a Civil engineering course and indeed we were very few female students in the class.

While in the third year of study, COWI Consulting Engineers and Planners requested the Faculty of Engineering to second students for industrial training. I was the only female among the four students who were assigned to work on upgrading Mubende – Kyenjonjo Road from gravel to bituminous standards road project. Even better, the contractor and consultant on that project both concluded that I was the most hardworking among the trainees. They assured

me of a job after my degree. However I instead took on a graduate trainee opportunity at Ministry of Works, Housing and Communication.

I returned to COWI one year later as a road engineer, and later a materials engineer and left after two years. I joined KOM Consult as a project engineer supervising the rehabilitation of Kichwamba-Bundibugyo Road. I have been at KOM Consult since 2004 to date.

I have risen through the ranks from project engineer to project manager, and currently general manager. In addition to my managerial work, I have worked on various projects in the country, the current being supervising the design and upgrading Najjanankumbi-Busabala Road, and Munyonyo Spur Improvements and Service Roads. Looking back on my journey, I can say I had good opportunities and optimised them.



**2. Do you think the small number of girls in engineering courses is a result of our education system?**

I would not say it is the education system but the social aspect. People tend to believe science courses are for men. Sometimes, women are told that they are not bright enough to pursue sciences, or high excellence careers. There is also little knowledge that civil engineering is more than being in the field because there is a wide scope of roles. One can be a contractor (those who build), consultant (supervise, design work), auditor and other aspects. All these are inhibiting issues.



## Her take

### How can girls be encouraged to embrace science and technology courses and ultimately careers?

Girls need to be encouraged to believe in themselves. If you have a dream of becoming an engineer or a pilot, you should pursue it. Know what you want and be determined that no matter the circumstances, you will remain focused, until you achieve it. Get mentors who have been in the field you want to join and can direct you. Sometimes, people are misdirected, even by their parents, or the need for quick money. Girls need to be mentored to enable them grow into their professions.

### Has your family been supportive?

Having a supportive family is very important because the engineering field involves a lot of movement. The entire country is your workplace, but I am thankful that I have had a supportive husband.

### 3. From what you know about engineering now, is it a career you would encourage women to embrace?

Yes, it is. Many times, when you recruit a woman, they concentrate and work, and grow in their career. I have seen women grow in this field from being trainees to managers. Sometimes women are just held back by fear. You have to be ready to fight, not physically; but by performing your duties and being professional. Truthfully, engineering is a field with a lot of opportunities, that in fact, if there is an engineer without a job, then regardless of their gender, there is a problem.

### 4. What can all stakeholders involved do to boost these numbers?

This is on the understanding that mindset change starts way back in lower school.

Right from the lower classes, teachers need to encourage these learners that they can make it in science-related careers. If we have teachers instilling this mindset in children and especially the female learners, we can change perceptions of many. It is also good that learners put effort in pursuing these subjects. Form discussion

groups to understanding concepts and questions better, and not believing that subjects are too difficult to pass. Students should be focused as well, know what they want and pursue it.

### 5. Role conflict, bullying and stereotyping in workplaces is a common hindrance for women in some careers. Any advice to male engineers about handling and embracing competition from female counterparts?

To fellow women, be ethical, professional and do not put negative sentiments in work. When looking at colleagues in your field, do not use gender but see them as one. Look at everyone as a professional, because if you start looking at yourself as a woman, then you are failing yourself already. Be open minded and never allow anybody to put you down. I was told that I would fail when I became general manager. I had not enrolled in any management course at the time and this made me start feeling I was not the right person for the job because of what people were saying. But I took up the challenge to disprove what was said. Therefore, take every failure as a challenge. To the men, women do not need empathy. They do not need to be looked at as weak but as people similar to you who can offer the same services that you can offer. For everybody out there, look at women as professionals, not as the weaker sex, because women can also deliver.

### 6. You have been a leader of some engineering bodies in the country, are there any measures you put in place at any one of them to ensure both female and male engineers enjoy equal opportunities?

At the Uganda Association for consulting engineers where I have been chairperson, we have what we call

**CONTINUES TO P40**



**CONTINUES FROM P39**

the Future Leaders, a group of young professionals, led by a woman. These reach out to universities, encouraging students and women to embrace the engineering career. We have been at Makerere, Kyambogo and Uganda Christian University, Mukono. All those outreaches and some Corporate Social Responsibility events are to encourage equal opportunities.

Also, under the Cost Infrastructure Initiative, we have had forums where we have encouraged different stakeholders to bring in more women. We acknowledge that women have different challenges during their course of employment such as maternity leave, or low productivity when pregnant. But we are advocating that employers should not look at only that but have ways of maximizing output at the time when women are fit to work.

We are also encouraging the association members to be advocates wherever they are for equal opportunities, such as on the sites. If there are roles that women can play, they should be given the opportunity. We are advocating for 30 per cent of opportunities to be given to women, unless they are just not capable of executing them.

**7. How about equal opportunities in allocating contracts to local companies?**

I will still share about the Uganda Association for Consulting Engineers. We have embraced and pushed for local content. We are saying that Ugandan construction companies be given more jobs and bigger market share for our industry to grow. When you give a local company more opportunities, they are able to employ more Ugandans, which trickles down to the grassroots, more taxes, thereby boosting our economy and also building our capacity until Ugandan companies are able to build the country's infrastructure unlike when many of the high value



**There are roads I worked on; the Kibuye - Busega road and Nankulabye -Nansana road that was under the Ministry of Works, Housing and Communication. Between Kibuye and Natete, many times, the ministry would repair roads but potholes would form shortly after. It was recurrent, and I think they were not dealing with the actual problem. I was an assistant materials engineer then and I remember my supervisor giving me more responsibility and his work would be quality assurance.**



jobs are going to international companies.

**8. What is your day like in regard to the scope of your responsibilities?**

I am usually at my desk at 7am. I like doing my work early morning and I leave earlier, about 4:30am before the traffic jam starts. Many times, my day is filled with meetings and so my office is more or less a place to disperse assignments or doing quality checks on different things. I still give my technical input on many projects, many times as a materials engineer but I can also work as a project manager.

My office is always open for those who need to consult me, but I also review reports as part of my duties as a general manager. When I visit a site, I remove the hat of a general manager and I become a technical person, reporting to a team leader. In the field, even if someone is your employee, you have to respect them to set a good example.

**9. What would you say is your greatest professional success story by far?**

There are roads I worked on; the Kibuye - Busega Road and Nankulabye -Nansana Road that was under the Ministry of Works, Housing and Communication. Between Kibuye and Natete, many times, the ministry would repair roads but potholes would form shortly after. It was recurrent, and I think they were not dealing with the actual problem.

I was an assistant materials engineer then and I remember my supervisor giving me more responsibility and his work would be quality assurance. It pushed me to read really hard, research, and find solutions that are technical. I wanted to find the root cause of this problem. That road is now being worked on but after over fifteen years. This made me feel like I had contributed a lot to this country.

**10. If you were to retire today, would you be satisfied to retire an engineer?**

Oh yes! I love the profession and I like mentoring young girls to join engineering, which gives me satisfaction.

**Interview done by Desire Mbabaali**



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# GRADUATE TRAINING

was the key that opened the door to my career



**JANE PEACE ENGEYO**

**A**fter failing to secure a government scholarship for my university education after Senior Six, I returned home in Kiryandongo District and resigned to my fate. I knew my mother would not afford to pay my tuition. Therefore, that was to me the end of my university dream.

I was born and raised in a small village in Kiryandongo, attended Kiryandongo Primary School and Kibanda Senior Secondary School in Kiryandongo for O-Level.

At Senior Four, I scored Aggregate 34 and was the second-best girl in the school. Though the grades themselves were not the best, according to the academic standard at the school, I had performed well.

It was because of this performance that my aunt who lived in Kampala decided I should attend A-Level from Kampala. I joined Kyambogo College School for A-Level, with Mathematics Economics and Geography as my subject combination.

While I was in Senior Three, I dreamed of being a nurse but Biology was tough for me and I knew then that I could not pursue it further in A-Level. But I loved calculations so much that I would sometimes wake up in the middle of the night just to calculate something. My first option being out of the window, the other profession I could think of was engineering. Even better, my father was an engineer, so I thought I could carry on from him. This made me nurture my love for Mathematics. I sat Uganda Advanced Certificate of Education in 2014, and scored 17 points.

**Trying my luck**

Despite not having hope for university education myself, my brother



**Shortly after completing university, I got a job at a construction company, but as a secretary. But when my employer, who was an engineer himself, got to know my qualifications, they started training me. I would sometimes be given building plans to estimate, and make site visits to take measurements, among other things.**

**17**  
POINTS SHE SCORED IN FORM 6

encouraged me to at least apply for a private sponsorship vacancy at university. I agreed and took a leap of faith back to Kampala and applied for Bachelor of Quantity Surveying at Makerere University.

For my first academic year, my mother sold a piece of land to get my tuition. I had applied for a scholarship without success. But I was second time lucky in my 2nd year of study. This meant that the scholarship would cover the remaining three years of my course.

Despite the challenges, I passionately loved the course because I did not expect to be enrolled for an engineering course with the subject combination I had. I graduated in January 2020 with a second-class upper degree.

Shortly after completing university, I got a job at a construction company, but as a secretary. But when my employer, who was an engineer himself, got to know my qualifications, they started training me. I would sometimes be given building plans to estimate, and make site visits to take measurements, among other things. This helped me gain remarkable experience.

**My role**

This experience gave me more insight into the work quantity surveyors actually do. You can also call them cost engineers. Normally, clients want to know how much it will cost them to put up a building, so

quantity surveyors can estimate how much the building will cost you from scratch to finish.

A quantity surveyor, therefore, ought to know the different levels in the construction process, be able to interpret drawings, follow up/ track what is taking place on the site in terms of the quantities of materials being used for a given work, among others.

**The graduate training**

Earlier when I was in the final semester of learning at university, there was an advert from UNABCEC asking finalists to apply for graduate training. I was reluctant to apply because I thought I may not be able to make it through because of the stiff competition but when I saw my friends applying, I was motivated to do the same.

The association didn't get in touch with me as early as I had imagined. I had in fact forgotten about the application when I received a call from my current employer, Ms. CMD Investments Ltd in 2020. During our meeting, he asked whether I would be interested in training with the company as a graduate trainee.

I agreed to this because I knew it would come with more opportunities and give me more room to professionally grow. If I am to compare myself now and when I had just started, the difference is substantive.

The graduate training helped me gain skills I didn't have before. For example, for us to get contracts, we have to bid.



**Her advice to young professionals**

Set a goal. For young people who are still in school, always set a goal that you want to achieve. If you set it, then you can achieve it if you don't give up, regardless of the situation. Have role models. Have someone who inspires you and aim to follow in their footsteps. When I was young, for example, we had neighbors who would come around with cars, I would see them in their graduation gowns and I really set out to be like them or even better. That gave me the zeal to study, work hard and resist any distraction and above all pray.

That involves preparing a lot of documents; working on rates and submitting. Now, I am able to come up with the rates when given the bill of quantities and estimate the rates of a structure.

On site, I can take measure-

ments, make quotations, do material schedules and submit them. The site visits we make have also given me an opportunity to interact with people, get connections, share ideas with people; get to know their views, discuss what is current which I never used to do.

In fact, in my first few weeks on the job, I worked on documentation for a contract we were bidding for and we won that contract. This stirred up my commitment.

I am motivated by the growth I have gained. My colleagues inspire me and my employer especially, who is very hard-working. I am also motivated to continue working hard.

Although the graduate training was to last five months, I was given a job.

If anybody asked me whether graduate training is worth it, I would say yes! The experience broadens your understanding, puts you on a road to gaining more skills and hands-on experience than someone seated home doing nothing.

Regardless of your profession, graduate training will also help you learn how to work with people.

**Ms. Engayo is a quantity surveyor at CMD investments**

**As narrated to Desire Mbabaali**

# COLLAPSING BUILDINGS:

## A symptom of a systemic urban development governance problem



BY ALLAN MUGISHA



**The National Land Use Policy (NLUP), 2006, considered urbanisation as a vital outcome of modernisation.**

**This policy highlights uncontrolled urban development as a major hindrance to a coherent and planned development.**

**The policy also recognised land use planning as, “fundamental in ensuring the balance of the intricate inter-relationship between population rise and development”.**

According to The World Bank’s Investment Climate Report 2013, it is estimated that 60% – 80% of buildings in developing countries are not subjected to building control. These statistics are largely due to poor and often misaligned national and sub-national institutional co-ordination, causing a poor urban townscape with difficulty of service provision, stagnation of property values, impaired visual appeal and loss of municipal revenues.

Peruvian economist, Hernando de Soto, in his article *Unlocking Dead Capital* published in the World Bank newsletter of November 2010, estimated the value of “extra-legal”/ informal developments to be at well over USD10 trillion, and categorises these assets as “dead capital” because they cannot be leveraged for formal access to credit.

The National Land Use Policy (NLUP), 2006, considered urbanisation as a vital outcome of modernisation. This policy highlights uncontrolled urban development as a major hindrance to a coherent and planned development. The policy also recognised land use planning as, “fundamental in ensuring the balance of the intricate inter-relationship between population rise and development”.

### Governing urban centres

The parent legislation in urban governance is the Town and Country Planning Act Cap 246 titled, “An Act to consolidate the provisions for the orderly and progressive development of land, towns and other areas, whether urban or rural”. The legal reform in urban governance in Uganda matured in 2010, culminating into the Physical Planning Act 2010,

whose gist is to provide for a national physical planning agenda that seeks to link all plans into a common national objective.

In order to operationalise the Act, the National Physical Planning Standards and Guidelines 2011, and the National Physical Planning Standards (NPPS), handbook were issued as a government manual guiding on criteria for determining the scale, location and site requirements. The NPPS deals with, forward planning, development control, plan implementation, and raising quality of life. The Building Control Act of 2013, caps it all up with express provisions and full proof powers allowing the enforcement of urban development legislation.

### Failure to adhere to policies

The foregoing all seem like a well laid out policy and legal framework yet the State of the Land Use Compliance Report for Uganda’s Urban Local Governments in 2016 covering 62 urban councils, highlighted among other findings, that the coverage of local detailed physical development plans in urban councils remained

low and developments sprouted unguided.

The report also highlights that there is no existence of clearly laid down procedures in undertaking compliance of land use and physical development. This is coupled with inadequate staffing and therefore, ineffective follow up mechanisms on land use compliance activities.

The report further stated that most urban councils had poor record keeping and lacked knowledge of their mandate. And finally, that proliferation of illegal developments is enormous and that the public is generally resistant and at times hostile to enforcement teams.

Another World Bank 2013 report titled, *Good Practices for Construction Regulation and Enforcement Reform*, seems to share these issues as a global challenge and argues that they originate largely from public and stakeholder ignorance on the building code and the attendant legal regime. This perhaps explains the status quo of discretion, corruption and organised informality all against which a reform or at least a need for refocusing our approach is only but



inevitable.

**Is bribery to blame?**

For instance, the global average for “gifting” in exchange for construction permits was estimated at 25%, 67% in India and 90% in Cambodia. In Uganda “facilitation” for approval seems to have been formalized as some sort of “practical public-private partnership”.

With a widened problem scenario like this, collapsing buildings are not an isolated problem but are part of a larger manifestation of a generally poorly managed urban development control agenda in spite of the strong legal framework.

Other problems clearly manifesting in urban Uganda are; deviation from approved plans, construction worker accidents, inadequate or lack of site Operational Health and Safety (OHS) protocols, land use conflict and disregard to development plans of planning areas.

In addition, there is low compliance to building standards, poor cross-linkage of urban land delivery actors, reactive urban infrastructure delivery and apparent absence of a desired urban landscape/townscape. The current fireman’s reaction to collapsed buildings with the attendant arrest of site developers is unfortunate.

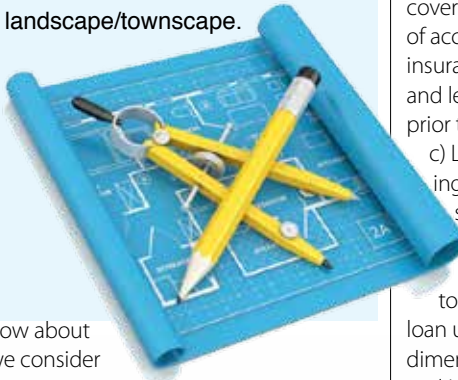
**Is there a solution?**

In the alternative,

**25%**  
**AVERAGE FOR GIFT-  
 ING FOR BUILDING  
 PERMITS**

**Some of the reasons behind collapsed buildings**

**Deviation from approved plans, construction worker accidents, inadequate or lack of site Operational Health and Safety (OHS) protocols, land use conflict and disregard to development plans of planning areas. In addition, there is low compliance to building standards, poor cross-linkage of urban land delivery actors, reactive urban infrastructure delivery and apparent absence of a desired urban landscape/townscape.**



how about we consider private sec-

tor led and commercialisation of enforcement of urban development control. Models of this kind are now under testing in Europe and particularly France, Denmark and the United Kingdom. Though

this strategy is showing traction, the balance of public interest vs private profit should be given due consideration. These may include a hybrid of;

a) Introduction of inspection levies & penalties. This is subject to interpretation of the various laws to allow planning authorities budget and charge building inspection fees based on project size and a flat rate below a set threshold for small projects upon approval. Penalties for non-conformation should equally be repulsive.

b) Mandatory construction insurance. If all construction sites were to carry a mandatory policy cover held for the construction and defects liability period, this would cover the risk in the event of occurrence of accidents but better still it would have insurance players involved in inspection and legal adequacy of planning permission prior to underwriting.

c) Lenders active caveat. With the growing formal housing finance for construction, a lender’s intentional due diligence of the construction permit and project inspection processes prior to approval of financing and during the loan utilisation would bring on another dimension of enforcement to avoid liability and/or loss.

d) Reliance on registered contractors. Legislating that all construction sites must be superintended by trained professionals.

**Managing Director of S-M Cathan Property Consults Ltd and the Programs Director at SREIDS East Africa**



# CoST Uganda's 4th Assurance Report reveals increase in disclosure and slow progress on local content

**C**oST Uganda published its 4th Assurance Report titled Ray of Sunshine, A Report of the 4th Assurance Process in Uganda on, 10th February 2021. The 4th Assurance process focused on 23 public infrastructure projects from eight procurement entities. The assurance process was spread through the sectors of Education, Health, Water and Environment, Works and Transport. From the 4th Assurance process, we note that, the culture of transparency is taking root in the country, with the CoST Assurance process working as a learning tool to consolidate disclosure practices. Although involving different entities in each process, the national average levels of disclosure improved in 2020.

Disclosure across the 23 projects was at an average of 61.5%, an increase of 19.5% from the 2019 3rd Assurance process which was at 42%. In regard to disclosure trends, Proactive disclosure increased from 43 to 54% whereas reactive disclosure tremendously increased from 42% to 69%. Twenty two of the Assured projects cost approximately Uganda shillings 4.6 Trillion (USD 1,272 Million). Loans taken were 62%, whereas GoU contributed 25% and grants amounted to 12%.

Despite the increase in disclosure at other phases of project delivery, transparency on tendering information is still low, with 52% of the data to establish participation of local consultants and 43% for contractors was not disclosed. Of the 23 projects, supervising contracts given to local firms were 9% whereas 30% went to foreign firms and 9% were joint ventures. On the works contracts, 35% went to local contractors while 22% went to foreign firms and there were no joint ventures. From these findings, the performance of the local businesses in infrastructure delivery needs to be enhanced in the interest of promoting local content.



**“Despite the increase in disclosure at other phases of project delivery, transparency on tendering information is still low with 52% of the data to establish participation of local consultants and 43% for contractors was not disclosed.”**

The 4th Assurance report was launched by the Minister of Works and Transport, Gen. Edward Katumba Wamala, who is also the Champion of CoST Uganda. In a speech read for him by the engineer In chief, Eng. Samson Bagonza, the minister recommitted the ministry's stake and interest in seeing more businesses engaging with integrity, and that more assessments on public infrastructure projects kept the Government focused on delivering better value infrastructure. The minister also indicated that the ministry attached a lot of importance to CoST Uganda's findings and recommendations and committed to doing everything possible, within the ministry's

means, to make improvements in the planning, design, procurement and management of infrastructure projects by promoting the Open Contracting for Infrastructure Data Standard (OC4IDS).

*“My Ministry will work with CoST Uganda and all other stakeholders to close the gaps identified in the projects assured. The NRM Government fully supports the principles of fair business practices and transparency when handling matters that concern the public and indeed public resources. There is no doubt, therefore, that the entire Government leadership up to the highest level is in support of independent monitoring of public infrastructure projects, as long as the findings*



and recommendations are used for purposes of continuous improvement." **Gen. Katumba Wamala, MoWT Affirming the relevance of the Assurance process.**

In a statement of action on the 4th Assurance recommendations, the Office of the Prime Minister as the leader of Government business in Parliament and Coordinator of Government programmes and policies, noted the concerns and received the recommendations from the 4th Assurance Report, and expressed commitment to take action on the recommendations. The OPM expressed concern that, until now, public officials still conceal the otherwise regarded public information, that is meant to inform various stakeholders to guide in policy decisions. This is despite global and national efforts and measures to push for easier and faster access to public information. And that despite the available legal frameworks within Government, and the invested efforts in monitoring, evaluation and learning across the various sectors, it has been found that Government has continued to record massive delays in procurement, cost overruns, challenges in construction quality management etc. And the application of the ESHS requirements is still low.

In his remarks, Eng. Samson Bagonza asked CoST to prepare annual reports on the sector in regard to transparency and these would be discussed across all sector review meetings. CoST assurance activities have not only improved the disclosure of construction project information but also brought forward construction industry issues that need to be addressed if the construction industry is to be strengthened and developed. CoST Uganda should prepare annual reports for circulation among key stakeholders and also present the reports at relevant Annual Sector Review Workshops.

**The 4th Assurance Process recommendations;**

1. Adoption of the Open Contracting for Infrastructure Data Standard (OC4IDS) as part of the GPP and to develop a standard disclosure template, issue disclosure guidelines for infrastructure projects.

2. MoFPED should fast track development of the Electronic Procurement

Portal and ensure it enables access to information for the public.

3. PPDA should amend the Standard Notice of Best Evaluated Bidder to provide for the estimated value of the works made by the Accounting Officer at the initiation of the procurement. This is important for confirmation that the contract price of the Best Evaluated Bidder is below the accounting officer's estimate in accordance with the PPDA Act, 2003.

4. PPDA and the Local Content Monitoring Committee are encouraged to conduct quarterly monitoring of the implementation of the local content and reservation schemes in accordance

with the Local Content Guidelines. In addition, these guidelines should be turned into regulations and provide sanctions on noncompliance. PPDA and MoFPED should assess the efficacy of the guidelines annually.

5. PPDA should require PDEs to publish the contract management plans on the PDEs websites and in related media so that the public and civil society can effectively follow up on the progress of projects. In addition, PDUs should ensure that they monitor the progress of contracts in accordance with the PPDA (Contracts) Regulations, 2014.

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P.O.Box 8453, Kololo - Kampala, Uganda  
+256 (0)200910118  
info@mota-engil.ug  
Mauro Ventura



## ASSURED ENGINEERING SERVICES LTD

Plot 3-5 Baines Terrace, Masaka.  
P.O. Box 1066 Masaka  
0772 425658  
assured.engineering@gmail.com  
Benon Mugarura



## CORONATION DEVELOPERS LTD CORONATION DEVELOPERS (U) LIMITED

Plot 171, Mutesa II Road. Ntinda.  
P.O Box 5696, Kampala  
0414699084  
info@coronationdevelopers.co.ug  
Mahinder Singh Channa



## KARK TECHNICAL SERVICES LTD

Plot 1100, Bulabira road, Najjera, Kira Municipality.  
P.O. Box 12087 Kampala  
karktech@gmail.com  
Mugolo R. Kapiiriri - 0754 459547  
Dr. Dan Tindiwensi - 0772 791098



## KIRU GENERAL SERVICES LTD

Nsubuga Kakembo drive, off Kiwatule  
Ntinda road, Plot No. 2568  
Buye Ntinda  
P.O Box 3463 Kampala  
0414 574505/ 0414 672318/  
0414 289803/ 0772 401781  
kirugensvs@hotmail.com or  
gpkiberu@yahoo.com  
Eng Kiberu George Patrick



## KUKA (U) LIMITED

Plot 8B, gov't road, Booma East, Fort-portal municipality. Kabarole District.  
0788 762087  
info@kukauganda.com  
Busingye Donald



## MUMA CONSTRUCTION LTD

Ntinda- Kulambiro Road  
P.O Box 91 Kampala  
0772 431806  
mosestibs@gmail.com  
Tiberondwa Moses



## NICONTRA LIMITED

Plot 32 Martyrs way, Ntinda  
P.O Box 5588, Kampala  
0392 716055 or 0772 821 874  
or 0414 286261  
nicontra@gmail.com or byenic@gmail.com  
Byengoma Nicholas



## ROCKTRUST CONTRACTORS (U) LTD

Plot 150 Nile Road Njeru town council  
0392 944516  
rocktrustcontractorsultd@gmail.com or rocktrust11@gmail.com  
Ssembatya Francis



## RODO CONTRACTORS LTD

Kayanja close - Mbuya 11 zone 1, Old kireka road  
P.O Box 28505, Kampala  
0392 940788 or 0773138719  
wamimbi@yahoo.com  
Wamimbi Robert

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



## SARICK CONSTRUCTION LIMITED

Plot 5641 Kitende – Wakiso district.  
0772663217  
sarickconstruction@yahoo.com  
Okurut Samuel



## SPIDER CONTRACTORS LIMITED

Kiwatule – Najjera road. Plot 1634, Block 217  
0772365536  
spidercontractors@yahoo.com  
Eng. Jemba Seezi Nicholas



## STONE CONSTRUCTION LIMITED

Plot 244 Kajjansi, Near Kajjansi Airfield  
P.O.Box 26443, Kampala, Uganda.  
0752-732-373 or 0703-045-370  
procure@stonecon.net  
Gopal D Vekaria.



## CIVTEC AFRICA LTD

Plot 38B, Legacy House, Windsor Crescent, Kololo  
P.O Box 21383, Kampala  
+256 785 302255  
civtec@civtecafrica.com  
Taremtwa K. Castro



## GESES UGANDA LTD

Plot 4 Pilkington Road  
Kampala Uganda,  
P.O Box 30315 Kampala  
0752 092788  
geses2000@gmail.com  
Ampaire Michael



## GABIKAN ENGINEERING LTD

Mukono - Kawuga road  
0782315707  
eng.ronald2008@gmail.com  
Eng. Mugabi Ronald



## HEAAT GENERAL ENGINEERS & CONTRACTORS LTD

Agalani House, Makindye Opposite Military Barracks,  
P.O. Box 2885 Kampala.  
0772 328110  
heat2005@gmail.com  
Hellen Aiko



## KATO CONTRACTORS LIMITED

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



## MG ENGINEERS AND CONTRACTORS LTD

Prisma hotel – suite 112/113.  
Plot 1307/8  
Kyebando – Nsooba road.  
P.O. Box 25809 Kampala.  
0776/0701 924640  
mgengineers@gmail.com  
Kyobe Luke Inyensiko



## MILLTECH SOLUTIONS LIMITED

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



## MUGA SERVICES LIMITED

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



## NATO ENGINEERING COMPANY LTD

Plot 56 Bombo road, Kalmax Building, office C10 – 11  
0414 235984 or 0701 676767  
or 0713 752575  
nato@natoengineering.co.ug  
Twikirize Eliot Bigira



## TECHNICAL MASTERS LIMITED

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

## NETWORLD (U) LIMITED

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

## LUSA CONSTRUCTION & ENGINEERING CO. LIMITED

Plot 174 Ring Road  
P.O.Box 23518, Kampala  
0705553311 or 0784923209  
lusaconstruction@gmail.com  
Musinguzi Herbert

## CLASS A-3 CONTRACTORS

Annual contracts btn UGX 5Bn & 10Bn

### AZU PROPERTIES LIMITED

Plot 6-13 Kirinya road, Jokas Hotel, Top floor, Eastern Block, Bweyogerere.  
P.O Box 12421 Kampala  
0414 660012  
azupro2000@gmail.com  
Waiswa Richard



### BCR GENERAL LIMITED

Plot 3/7, Spring road - Bugolobi, off Old Portbell road.  
0392 725709  
bcr@bcrgeneral.com  
John Rubooga



### CGH ESTABLISHMENTS LTD

Plot 5 Ring road, Kibuye-Kampala  
0772 687683 or 0772 452469  
cghestablishment@yahoo.com  
Eng. Mubiru Charles or Gertrude Nakitto



### CONTINUUM ENGINEERING LIMITED

Plot 9 Mukono town, 1st floor, Equity Bank building.  
0772 405127  
continuumengineering@yahoo.com  
Hatejeka Godfrey



### EPSILON UGANDA LTD

Plot 1413 Kibuli-Mbogo Rd  
P.O. Box 12647 Kampala  
0414 252076 or 0772 353981  
epsilonugandalimited@gmail.com  
www.epsilon-africa.com  
Moses Kitaka



### FALCON ESTATES LIMITED

Plot no : 1111, Kansanga Nabutiti  
P.O.Box 34725 Kampala Uganda  
Info@falconstates.co.ug  
0772202444 or 0414270088  
Hassan Alwi

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

## CLASS A-4 CONTRACTORS Annual contracts btn UGX 1Bn & 5Bn



### APOMU INTERNATIONAL LIMITED

Makanga house 3rd Floor, Masaka road, Nalukolongo. P.O. Box 910, Mbarara.  
0787 401218 or 0772 208067  
apomuinternational@gmail.com  
Murungi Maria or Odongo Charles



### ADAPT TECHNICAL SERVICES LTD

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



### ARS CONSTRUCTION COMPANY (U) LTD.

Block 110 Plot 1174, Jinja road- opposite Memarito hotel, Bweyogerere.  
P.O Box 613, Kampala, Uganda  
0782 319214  
antonetti@arsconstruction.co.ug or logistics@arsconstruction.co.ug  
Stephen Antonetti



### BOLT CONSTRUCTION COMPANY LTD

Cynthia house Kawuku, Kisubi Entebbe Road  
P.O Box 10462, Kampala Uganda  
0772466390  
a\_mukiibi@hotmail.com  
Mukiibi Andrew



### BUILD BASE ASSOCIATES (U) LTD

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

### CMD INVESTMENTS LIMITED

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



### CRYSTAL CONSULT (U) LIMITED

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



### DANSEM CONSTRUCTION COMPANY LTD

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



### DYNACO LTD

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



### ETA ENGINEERING WORKS & SUPPLY CO. (U) LTD

Plot 01/03, Barya plaza. P.O. Box 191 Mbarara/ 36276  
Kampala  
0772 638445  
etacompanies@gmail.com  
Kituyi Evelyn



### GAT CONSULTS LIMITED.

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



### GEOMAX ENGINEERING LTD

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



### HEBRON INVESTMENTS LTD.

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



### HOME BUILDERS LTD

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

### KENVIN COMPANY LTD

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



### KINGSTONE ENGINEERING AND CONSTRUCTION CONSULTANT (KECCO LTD)

Plot 832 Namanve Industrial Park.  
P.O. Box 8062 Kampala  
0782264288  
muhuza2000@yahoo.com  
Muhumuza Michael

### MEJARUDA ENTERPRISES COMPANY LTD

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



### MUGOYAPLUS TECHNICAL SERVICES LTD

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



### PIERA HOUSE ENTERPRISES

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

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



## PROVIDE INTERNATIONAL LIMITED

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



## PRUTAZ CONSTRUCTION & VOCATIONAL TRAINING (U) LTD

Tooro Diary building, Plot 16B Rukidi 111 street. P.O box 81 Fortportal  
0772494288  
info@protaz-construction.com  
Kisembo Robert Apuuli



## RITE WAY SOLUTIONS LIMITED

Plot 143, Busiro block 342 – 344, Nabbingo, Wakiso District  
0782 725324  
ritewaysolutionsltd@gmail.com  
Mutabazi Maurice



## ROBERTS ENGINEERING SERVICES LTD

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



## ROVA CONSTRUCTION COMPANY LIMITED

Plot 4614, Valley View Lane, Kyanja – Kampala  
P.O Box 33679, Kampala  
0774983365  
info@rovaconstruction.com  
Apondo Ronald



## SANIX TECHNOLOGIES LIMITED

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



## SEMEO ENTERPRISES LTD

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



## SHEPHERDS SERVICES (U) LIMITED

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



## WAKO CONSTRUCTION LIMITED

Plot 36/F Katalamwa, Mpererwe – Gayaza road.  
P.O Box 40338, Kampala  
0779769222  
akorobs@yahoo.com  
Akona Robert



## WIM SERVICES LIMITED

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



## AWICO ENGINEERING COMPANY LTD

**Lira Office**  
Plot 26 Oyuku Jackson Road, Railways Word  
P.O Box 339, Lira Municipality  
**Kampala Office**  
Said Barre Avenue, National Theatre Building 1st Floor Room 7,  
P.O Box 29099 Kampala, Uganda  
0392001193 or 0772377134  
awicoengineeringltd@yahoo.com  
www.awicoengineering.com  
Olel Derrick

## BANA ENTERPRISES LIMITED

Muganzirwazza Commercial Complex Kibuye  
P.O.Box 71790, Kampala  
0700977070  
banaenterb@gmail.com  
Balaba David



## JINAKO ENGINEERING WORKS LTD

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



## CAPITAL LOGISTICS & CONSTRUCTION LTD

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



## DOXA ENGINEERING (U) LTD

P.O Box 2577, Kampala - Uganda  
0777615952 or 0702234159  
andrew.doxa@yahoo.com or doxa.engineering@yahoo.com  
Agaba Andrew

## ROYAL TRANSIT LTD

Plot 22 Kisota Road Kisasi  
0772361904  
royaltransit0@gmail.com  
Mukonyezi Tadeo



## GLOBAL 21ST ENGINEERING LTD

Plot 2 Colville Street, Shumuk House, Kampala  
0706094949  
Global21stengineering@gmail.com or mugenyihenry@gmail.com  
Mugenyi Henry



## MOHA CONSTRUCTION LTD

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

## RUBRIMA AFRICA LTD

P.O Box 1023, Kyenjojo  
0772186595  
rubrimafricaltd@gmail.com  
Joshua Ategeka



## SANITATION AFRICA LTD

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

## TRADINT LTD

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

## ISB CONSULT LTD

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

## BMP ENGINEERING SERVICES LTD

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

## **CLASS A-5 CONTRACTORS**

Annual contracts below UGX 1Bn



### **ABOVE TECHNOLOGIES LIMITED**

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

### **ALLIED ENTERPRISES & CONSTRUCTION LTD**

Plot 3 Pilkington Road, NIC Building, 6th Floor.  
P.O Box 28895, Kampala 0772458421 or 0785291837  
alliedcons2002@gmail.com  
Tibeingana Manasseh



### **AL-MUBARAK CONTRACTING**

PLOT 1021 Bwengerere - Kirinya road  
0704 603198  
kadt2007@yahoo.co.uk  
Jesse Otwane



### **BAKHIT BUILDERS LTD**

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



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

Kirombe North 'A' Adyell Division, Gulu Municipality  
P.O Box 902, Gulu 0782612047  
acimajbv@gmail.com or acimajbygrace@gmail.com  
Kana John Bosco



### **CME ENTERPRISES LIMITED**

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

### **CRANE ALUMINIUM & CONSTRUCTION LIMITED**

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



### **CRISP CONTRACTORS LTD**

Plot 57 Bandali rise - Bugolobi 0777 147607 or 0772212100  
crispcontractors@live.com  
Francis Kazinduki



### **DA TRACK LIMITED**

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



### **DACOSI LIMITED**

Plot 2602, Block 216 Ntinda-Kulambiro Road  
0752636110 or 0754535204 or 0392002613  
dacosi2010@gmail.com or kishajja.pk@gmail.com  
Paul Kishajja



### **ETABCO PANAFRICA LIMITED**

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



### **FLEXIHOMES LIMITED**

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



### **FRIENDSHIP (U) LTD**

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

### **FULL DOSE ENGINEERING LTD**

Aliker Road, Gulu Municipality  
P.O Box 721 Gulu 0782172689  
Fudel2012@gmail.com  
Kidega Michael Wilberforce



### **HEAVY INVESTMENT LIMITED**

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

### **INTERBUILD TECHNICAL SERVICES LIMITED**

Plot 105, Mainstreet, Iganga Municipal Council  
P.O Box 539, Iganga 0772500859  
fmusenero@gmail.com  
Musenero Fredrick



### **JAMI CONSTRUCTION COMPANY LTD**

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



### **JIT MAT UGANDA LTD**

Plot 11, Salim Bey Road, Ntinda - Kampala  
P.O Box 505, Mbarara 0705095355 or 0774229682  
moller david17@gmail.com  
Moller David



### **JUSCONA ENTERPRISES (U) LTD**

Kagadi Isunga road, Kibaale.  
P.O Box 27 Kagadi 0785 100678  
jusconaenterp@gmail.com  
Nakamya Scovia



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

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

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

Plot 1 Millie Lane, Ministers vil-lage, Ntinda.  
P.O.Box 24644, Kampala 0712354299 or 0704354299 or 0782377873  
Legend.ug@gmail.com  
Gerald Tumwine



### **LUBBE CONTRACTORS LTD**

Plot 1021, Bwengerere-Kirinya road  
0704 603198  
sharifkalema@yahoo.com  
Jesse Otwane

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



## MALT (U) LTD

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

## MBAFAKOKI PRODUCE ENTERPRISES LTD

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



## MOLECULE INVESTMENT (U) LTD

P.O Box 1667, Lubiri ring road  
0772680420  
ndiwalanapeter@gmail.com  
Ndiwalana Peter



## PERFECT MULTIPLE ENGINEERING & CONSULTANCY SERVICES (U) LTD

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



## REENBOOG CONSTRUCTION SERVICES LTD

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



## RIM - NJEE BUILDERS LTD

Bunyonyi Drive, Kataza – Bu-  
golobi, Kampala  
P.O Box 4301, Kampala  
0772500830 or 0752515518  
rimnjeebuilders@yahoo.com  
Njenga James

## SEMWO CONSTRUCTION COMPANY LTD

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



## S-M CATHAN PROPERTY CONSULT

SKAS house, plot 180, Namu-  
wongo road  
0414375797  
smcathan@gmail.com  
Mugisha Turyahikayo Allan



## TEDMACK ENG WORKS LTD

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

## WINRAR SERVICES LTD

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



## ZILLON INVESTMENTS LTD

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

## ZOPAH UGANDA LTD

Kireka Kamuli Road opposite  
Fairway primary school  
0776754088  
zopahug@gmail.com  
Ntege Gonzaga

## KARUKANA ENTERPRISES LIMITED

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

## SMART FLOORS LTD

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

## KRA KONSTRUCTION LTD

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



## LUPAI INVESTMENTS LIMITED

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

## KEMI UGANDA LTD

Plot 65 Yusuf Lule Road,  
Kampala  
+256 772622850  
kemiugandalimited@gmail.  
com or jeffers72stj@gmail.  
com  
Tumusime Stephen

## EXPONENTIAL VENTURES LTD

Plot 1088 Kozi House –  
Ntinda Kiwatule Road oppo-  
site Total Kiwatule Road  
+256 772601658  
admin@exponential.ug  
Douglas Ndyagumanawe

## 3. CLASS B-1

Manufacturers of construction materials



## KAMPALA CEMENT

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



## PRAMUKH STEEL LTD

Plot 2/20 Kayunga road - Njeru  
- Jinja  
0776 706666 or 0434 251712  
info@pramukhsteel.com  
Ronald Ssemuli



## KANSAI PLASCON UGANDA LIMITED

Plot 28 Kyaggwe, Block 112,  
Kolo, Mukono.  
0414 342070/1 or  
0200529801/4 or 0752868139  
info@kansaiplascon.co.ug  
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tries.com or dipanjan@multi-  
pleindustries.com  
Dipanjan Ray



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www.mantracuganda.com  
Buhweire Elizabeth



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sd@niletrac.com  
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amen@nsiwaterug.com  
Amen Bulwadda



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info@rontechgroup.com  
Kibuuka Charles

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Lucanus Angwenyi



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# In our next issue



**Issue 17 of The Contractor will be a dedication to the former UNABCEC President - the late Francis Karuhanga. Contact us for support towards its publication and submit your tribute articles to [programs@unabcec.co.ug](mailto:programs@unabcec.co.ug)**



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