

# CONTRACTOR UGANDA

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

## HONOURING A GREAT LEADER

**PRESIDENT'S WORD:** The Construction Sector feels the void **P.6**

**GREAT MENTOR:** FK, the CEO with whom mentorship came naturally **P.10**

**BUSINESS ETHICS:** How to build sustainable businesses **P.34**



**Francis ran a good race that we won't forget**

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**THE CONTRACTOR** UGANDA

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

**Call for articles**

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

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**From the Editor**

**The lion rests but not his good work**

I have been privileged to read what a great man Francis Karuhanga was from the many tributes his friends, colleagues, family and protégés have written about him. I had a great admiration for Francis, although we had never met physically. The first time I interfaced with him was when I took over as the editor of this great construction magazine. I was to learn from my interaction with his articles that he was meticulous like most of the tributes have mentioned. I remember him insisting on replacing his pictures, and sending very high-quality pictures of himself – now the battle for good quality pictures and writers is real; but not with Francis! His writing proficiency was superb. If you asked him for 700 words for an article, he would never send even a letter more. His writing was evidence that you don't need 10 pages to relay a message. Francis made my work as the editor and that of our designer very easy. I remember the magazine



designer after reading through his articles one time remarked, "this guy is a good writer".

As I reminisce all this, I also feel challenged to deeply search myself to see what legacy I will leave behind. How will the people I have worked with, played with, lived with, birthed, or grown up with remember me? And as we read the 17th issue of this great magazine in honour of Francis, everyone of us should reflect on that one question: how will I be remembered? You can choose today to be remembered as that engineer/contractor whose shoddy work led to loss of lives or one whose structures are evidence that good engineering exists!

*Peninah*

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## FK THE GREAT MENTOR

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One of his unique traits was his passion to empower young people! If he saw potential in you, even if you were from a small company, he would trust you with work. He would trust you to do the job and take a chance on you. He did not only do that with me but with very many other young contractors.

## FRANCIS KARUHANGA THE CHAMPION OF GRADUATE TRAINING

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Francis was a specialist in construction and had a strong desire to train and skill construction engineers, equipping them with skills in design, people management, teamwork, creativity and problem solving, among others.

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To support the government's effort in vaccinating Ugandans, UNABCEC supported a COVID-19 vaccination drive at THE Secretariat Office in UMA Showgrounds Lugogo.



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Business sustainability is about financial intelligence. Without financial intelligence, you cannot adopt, remain sustainable to build a business that will last. I will go ahead to share six financially sound decisions that every business leader needs to practice:

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Against this background, the President announced that the UPDF Engineering Brigade would take over the construction of all government projects starting with schools and health facilities in the country which fall under the Ministries of Education and Health respectively, effective Financial Year 2021/22.



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The industry has come up with a number of variants to the Design-Bid-Build process in order to address the above shortcomings. They include; Design Build Operate and Maintain (DBOM), Public Private Partnerships (P3/Concessions) and Alliance Contracting/Integrated Project Delivery (IPD) which will be our main focus in this article.

# 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



## Local Partners



## International Partners



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2007-2013



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2013-2015



Francis Karuhanga (R.I.P)  
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2016-2021



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# 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.

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- 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.





## President's Message

MR. JAMESONE OLONYA

# Construction sector feels the void

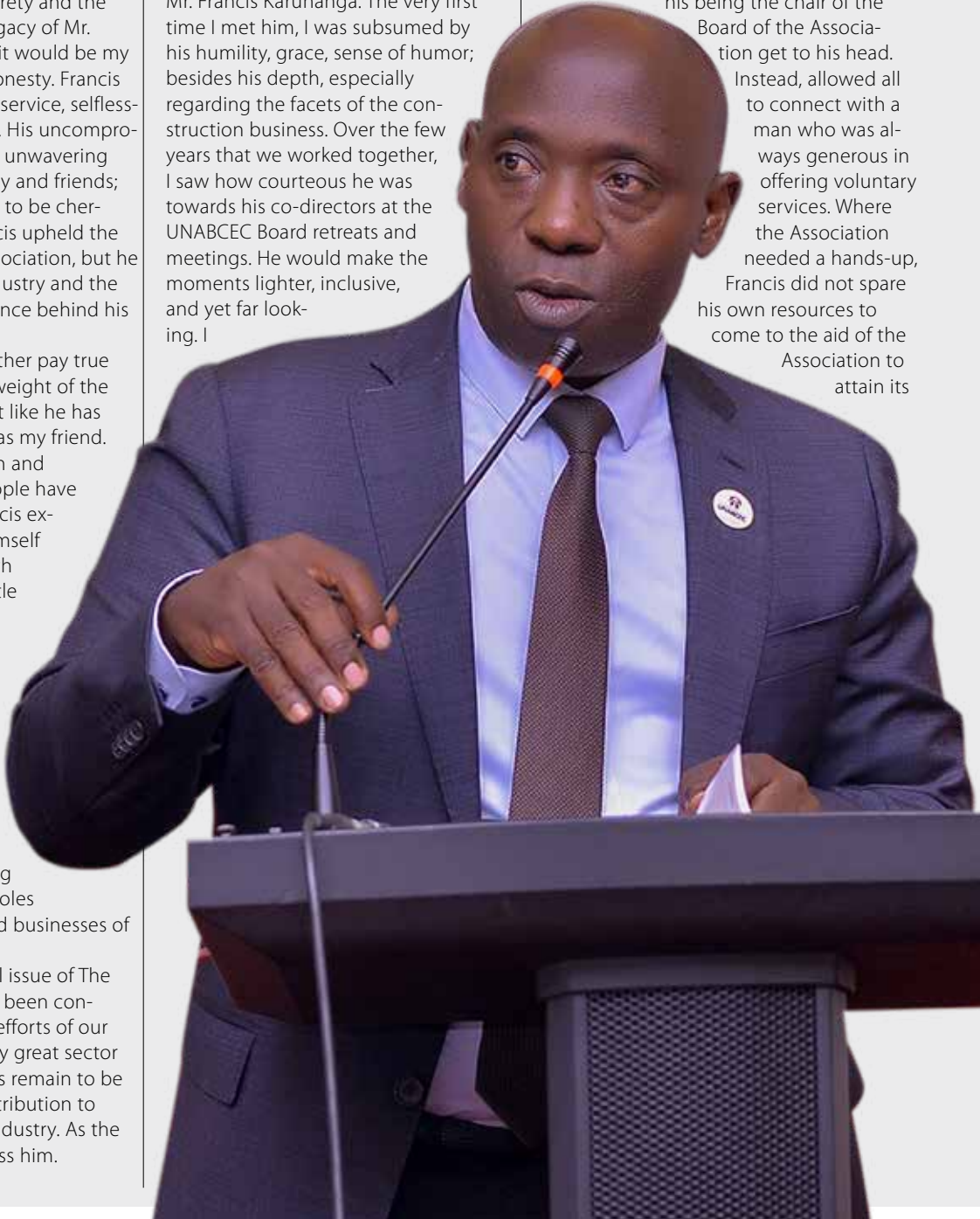
If I told you that what I have written here captures the entirety and the true essence of the legacy of Mr. Francis Karuhanga (RIP), it would be my ineptitude and lack of honesty. Francis had an amazing spirit of service, selflessness, and truly generous. His uncompromising belief in God and unwavering commitment to his family and friends; these will forever remain to be cherished in our hearts. Francis upheld the ideals of, not just the Association, but he had the construction industry and the country as the quintessence behind his leadership resolve.

The best of words, neither pay true eulogy nor capture the weight of the loss that befell us all. Just like he has been to many, Francis was my friend. He esteemed, believed in and trusted me. Very few people have the personality that Francis exuded, he always gave himself into what he did. It is with that in mind that, in a little way, we have chosen to dedicate this special issue of The Contractor Magazine in his honor; to express our profound respect and appreciation for his memory and legacy. In remembering Francis, we also hope that many will get to know what an amazing person he was, and the roles he played in the lives and businesses of many.

The idea of this special issue of The Contractor has therefore been conceived to showcase the efforts of our brother and friend, a truly great sector leader. Francis will always remain to be remembered for his contribution to Uganda's construction industry. As the sector, we will always miss him.

Personally, I have a fond memory of Mr. Francis Karuhanga. The very first time I met him, I was subsumed by his humility, grace, sense of humor; besides his depth, especially regarding the facets of the construction business. Over the few years that we worked together, I saw how courteous he was towards his co-directors at the UNABCEC Board retreats and meetings. He would make the moments lighter, inclusive, and yet far looking. I

liked him genuinely. Francis never allowed his being the chair of the Board of the Association get to his head. Instead, allowed all to connect with a man who was always generous in offering voluntary services. Where the Association needed a hands-up, Francis did not spare his own resources to come to the aid of the Association to attain its







**The late Francis Karuhanga (left) sharing a word with Mr. Jamesone Olonya (right) at the 26th Annual General Meeting at Sheraton Kampala Hotel.**

desired objectives. Many of my fellow association directors often said without fear of contradiction that Francis sought to bail them out, in their hard times.

When Francis breathed his last on that awful Friday night, his family, friends and the entire construction fraternity was dumbfounded at the sorrowful news.

A mood of shock and consternation engulfed UNABCEC members, who took to their phones; and on the

Business Forum, they retrieved and shared bits of communications they had had with him just a few minutes, hours and days prior to the incident. This is the same platform where these very members had, on so many occasions, met with Francis to celebrate the great achievements of the Association; him being at the very helm of its leadership.

Truly, 48 years was too young for him to go. But the mysteries of our life's duration is perhaps more celestial than our routine reasoning will adequately address. Nevertheless, Francis Karuhanga's had run his race; he kept the faith, and we trust that the eternal glory attests. I



**The best of words, neither pay true eulogy nor capture the weight of the loss that befell us all. Just like he has been to many, Francis was my friend. He esteemed, believed in and trusted me**

can affirm that his life did not only stimulate and inspire the family he left behind, but because Francis poured himself into UNABCEC; the Members, the Board of Directors, the Secretariat, friends and beyond; together, we will remember a trailblazer.

Francis went to the forefront of the team, and steered the association ship to where it reached. It is the challenge he left with us, yet we all stand strong; praying that the same grace that worked in him, will enable us all to continue and do exponentially. We'll always cherish the special nuances and memories that we were privileged to share with you from the days that we had together.

*REST IN PEACE, MY DEAR BROTHER AND COLLEAGUE!*

*TILL WE MEET AGAIN FOR GOD AND MY COUNTRY*

# Executive Director's message

MRS. ELIZABETH MUHEBWA

## UNABCEC will miss Francis' great leadership



**F**act: This world has a few examples of great leadership. In this issue of *The Contractor*, we have the privilege to celebrate a man who epitomised leadership; whose life reflected a heart of service and commitment to faith, family, friends, colleagues, the young people and mostly those in construction business. This is Francis Aryatuzoora Karuhanga; a true representation of great leadership.

When 2021 began, it seemed like any other year. We were continuing working in the new normal, so most of the tasks that required his input would be done virtually with a blend of a few physical engagements. January 8, started like any other working day with a number of assignments given that this was at the peak of the Association's advocacy campaign against clustering of works in public procurement. My engagement with Francis on January 8, that would see an article *"Local Firms want clustering of road works banned"* get finalized and ready to be featured in the press on the following Sunday, February 10<sup>th</sup> 2021 ended at 11:45am. Little did I know that this, was sadly going to be my last as I was to receive a phone call later that day, at about 19:45pm, that Francis had passed on.

News of his passing spread like wild fire on different social media platforms within the first one hour. The article, we had worked on together, would later feature in the *New Vision* on January 19, after the champion was long buried.

At the time of his death, Francis was the president of Uganda National Association of Building and Civil Engineering Contractors (UNABCEC), which he selflessly served since 2007 when his company - Armpass Technical Services, enrolled as a member of the Association.

His passion for the construction industry was

unmatched. UNABCEC under Francis' stewardship reached greater heights and became recognised both locally and across borders as the only umbrella body of genuine contractors in Uganda.

I was privileged to share with him when we sat together on Wednesday January 6, two days before his death we discussed strategies that would contribute to the development of the construction sector and the leadership trajectory of the Association. Among issues of concern was; the cordial working relationship with Ministry of Works and Transport in fast tracking the implementation of the National Construction Industry Policy 2010, particularly on regulation of the sector and making UNABCEC the only umbrella body for contractors in Uganda greater. He envisioned a UNABCEC in which all members would be proud to belong. He believed in an Association that would offer quality service to her members and continually encouraged all members to extend the same to their clients which would distinguish them as

paragons of quality service in the provision of construction services in our country.

At UNABCEC, Francis was a selfless leader that whoever met him will always remember. He was also an exemplary leader and one who wanted to see things get done whatever it takes.

If it meant meeting anybody or

moving into which-ever





**The late Karuhanga sharing a word with Hon. Gen. Katumba Wamala, the Minister of Works and Transport at the Mid Year Stakeholders' Engagement Forum at Kingdom Kampala in July 2019.**



**The late Karuhanga (right) with UNABCEC Executive Director Mrs. Elizabeth Muhebwa (2nd right), UNRA Executive Director Ms. Allen Kagina (3rd right) and other UNRA Directors at the UNRA - UNABCEC Engagement in February 2019**

office in government, he would do it and ensure that advocacy/lobbying activities at hand are executed.

During his tenure as the president, he stressed and believed in a participatory approach, "This is not an industry you just work in; it's an industry whose strength and progress depends on the contributions of everyone who is

privileged to be part of it. You cannot contribute if you are not involved," he would say.

Francis was passionate about local content. His prayer was to see inclusiveness of all national contractors in delivering public works. One clear fact is that most infrastructure development projects in the sector are ma-

jorly taken on by foreign companies. His passion was to see that the local content policy as it was passed gets implemented. Before his passing, he had been on a technical working team at the Ministry of Finance, Planning and Economic Development that was behind the draft regulations for Preference and Reservation Scheme that would operationalize the Public Procurement and Disposal of Public Assets (Amendment) Act 2021.

Beyond UNABCEC, Francis wanted to see the construction sector thrive beyond Uganda and see contractors take on works outside Uganda. He was a champion of international relations. He represented the sector through UNABCEC on international fora and his mind was always on how to bridge the gap between the national and foreign contractors. He believed greatly in partnerships, a practice that is envisaged to translate into skills and knowledge transfer and development of the local construction industry.

*Francis, your life is no more but your legacy will surely live on!*



# THE GREAT MENTOR

## FK, the CEO with whom mentorship came naturally

### ENG. ANTHONY RUCUKYE, M.U.I.P.E

**J**anuary 8, 2021 was an ordinary day like any other, until 22:59 hours when I received a message on WhatsApp that read, 'Armpass has allowed!'. A few minutes later, I received another that read, 'That Francis has allowed!' Dear reader, the coding in this message can only be understood by people that have gone through Kings College Budo or have friends who have. For some reason, slang for dying in Budo circles is 'allowing'. Save that this time, the slang, as funny as it would usually be, was not funny. A giant in the construction industry had rested. Francis Aryatuzooro Karuhanga had passed on.

To me, Francis was many things. He was my OB (St. Joseph's Vocational School), my boss at Armpass Technical Services and in many ways like many people that have an interest in construction in Uganda, someone that I looked up to. In his 48 years on earth, FK, as he was known at Armpass, had inspired many people in the construction industry, many that he didn't even know he had inspired.

For those of us who were privileged to work closely with FK at Armpass, he was a mentor. FK was the CEO and founder of Armpass Technical Services Ltd, which at the time of his demise, was the leading local/indigenous contractor in design & build bridge projects. He was also the President of the Uganda National Association of Civil Engineering Contractors, which placed him at the center of advocacy for contractors in Uganda.

#### FK was dynamic

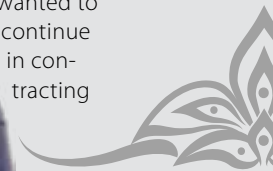
He was both CEO and Chief Technical Officer of Armpass Technical Services, and given his technical training, had a good understanding of construction, the sector he was involved in, but was never comfortable or complacent. He was mindful that the space in the industry that he was dominating could always attract new players, local or international. The profile of Armpass shows that he started in water works, went into buildings, weigh bridge installation, bridges and recently had gone into road construction. This was a key lesson for me as a budding engineer. He was always foresighted and wanted to do things as best as they could be. I remember at one of the last projects he worked on Kya-bahanga bridge, he went for concrete jersey barriers in place of the cheaper metal-ing guard rails, just because they not only are stronger, they fit better into the

architectural outlook. He also had a clear vision of where the Armpass business would be headed in the next few years. He was always (almost literally) on the move!

#### FK was open to learning new things

FK had last been in school more than 20 years ago by the time of his death. But he appreciated that to remain relevant in the industry, learning was a continuous process. I remember when we got our first major earthworks and drainage subcontract under CCC, FK practically moved to the field, not because he wanted to supervise but to learn the trade. A good manager is one that knows 'how to', and he knew that he had to be where the work was in order to be a good manager.

FK was passionate about the role of the engineering contractor. An engineering contractor is a self-employed individual who provides specialized skills to clients on a project-by-project basis, contracted for the services they can deliver for a defined period of time. FK was very convinced that all engineers only make good consultants if they have experience in contracting and doing actual work. He was a believer that all fresh graduates from engineering schools should first work with contractors before deciding whether they wanted to continue in contracting



business or move into consultancy. At Armpass, I witnessed him recruit 10 graduate engineers in two years. Readers will agree that there are not many companies that can take up that many graduates, fresh out of engineering school, knowing that they would have to invest in training them and risk them leaving for white-collar jobs at the nearest opportunity.

He believed in young people. During his time as CEO of Armpass, the company arguably had the youngest workforce among contractors. He was not afraid of taking on young people under his tutelage, train them and trust them to deliver on tasks they had been assigned. It is not uncommon to find people in the industry reluctant to take on young people, because of the perceived lack of being grounded.

**A champion of professionalism**

FK was a proponent of having construction superintended over by registered engineers. He not only financed CPD workshops for his engineering staff, he literally stalked the qualifying engineers to apply for registration. Armpass is one of the few local contractors to boast of at least two registered engineers as part of its staff, and this credit goes to FK. Whereas many contractors would brush off the need for registration, FK was a champion for regulation of engineering in the country.

**FK loved his faith and the Catholic church**

FK was not one to want to be publicized as a donor but there are numerous priests and churches that can attest to his generosity. His family almost singlehandedly built the magnificent St Ponsiano Ngondwe Sub-parish, Mbaalwa and the first priority for his campsite location was church land. To us who were working with him, we drew lifelong lessons from this generosity. I always wondered why part of the employee entry forms as a staff of Armpass Technical Services included a slot for a recom-



**FK was many things. Those still at Armpass or who have moved on, shall attest to the fact that he mentored us, unreservedly. His dream for a vibrant local construction industry, the engineering contractor and a construction sector ran by professional, skilled engineers and businessmen is alive.**

mendation by a church leader until he volunteered an answer. He wanted to know that the people he employed were part of a faith community that could in future benefit from the skills and wellbeing of one that had been nurtured by Armpass.

**His unrivalled passion for the success of local contractors**

I doubt that all he did for UNABCEC members was part of his role as president of UNABCEC. He was known to use his personal and company resources sometimes to advance the work of UNABCEC and fight to ensure that the local contractor had space in the construction industry in Uganda. Even when some of the members he was fighting for were in direct competition with Armpass for the same space/jobs, FK took the bigger view—that we were all brothers in the local construction industry and the whole was greater than the parts.

**FK had a retirement plan**

In a country where retirement is not looked at gloriously, FK had planned to retire at 50. I know this because on his 45th birthday, I sent him a simple message congratulating him upon the 45 years well lived, and he replied with gratitude, while at the same time expressing the hope that ‘I should help make his retirement at 50 a happy one’. This was foresight; an indication of succession planning and acknowledgment that after the toil involved in running a successful business enterprise, one needed to plan to retire. It is unfortunate that he was retired instead, two years shy of his plans.

FK was many things. Those still at Armpass or who have moved on, shall attest to the fact that he mentored us, unreservedly. His dream for a vibrant local construction industry, the engineering contractor and a construction sector ran by professional, skilled engineers and businessmen is alive.

On July 31, 2021, I received a message from the CEO of a vibrant young local construction company, who was informing me that he had had to let two of his staff leave because their net contribution was a negative. He added, ‘I want to think that Armpass had some good boys you can recruit into my company and they work well!... The Armpass good boys! Francis Karuhanga Aryatuzoora, the industry is looking for the Armpass good boys! You will live on! Rest well, FK.

**Eng. Rucukye is the Contracts Manager at Armpass Technical Services Ltd**

**50**  
THE AGE FK HAD PLANNED TO RETIRE AT



**The late Karuhanga having a chat with the clergy at the End of Year Thank-giving ceremony for his company in 2019**

# The great mentor I will miss forever

**BY MRS. ELIZABETH MUHEBWA**

**W**hen I first joined the corporate world, I had no idea what to expect of a boss. The imagination of a boss who is unapproachable, patronizing and distant was what filled my mind. It took me quite a while to accept that there was a total opposite of what I imagined. I remember when I met Francis on October 14, 2007 at his invitation for what I would call a job interview over lunch, I thought, this approach alone spoke volumes about his personality.

Fast forward I was expected to report for duty at his company, Armpass Technical Services on November 11, 2007. As time went by, I began to know him better and what he valued most. To him, employees were like his family. He would clearly make it known that ev-

eryone plays an important role in shaping what his humble firm later turned out to be.

Throughout the 11 years of my tour of duty at Armpass under his mentorship, I rose through the ranks; administrator, general services coordinator, projects manager, operations manager and finally commercial manager until October 15, 2018 when my time came to an end. On November 8, 2018 I joined the management of Uganda National Association of Building and Civil Engineering Contractors where he (Francis) happened to be the national president.

Francis believed in what one had to bring to the table. To him, even before

you brought out your documents to speak about your education, he was more attracted to what you had to offer in terms of skills. He believed in mentoring people. Even when he knew that probably one's background or univer-

sity education were not in line with the actual requirements of the assignment at hand, he would ensure that they perfect the work he wanted them to do. And he would train you to deliver on it.

Grief struck on January 8, 2021 at about 22:30 hrs when a phone call came through that announced a man, whom I considered one of the finest human beings, dead. For those who knew Francis, know the integrity and selflessness he carried with him each day and shared with all he met. I was honored to have spent 13 years in his presence and mentorship on various aspects of career development and life.

***Thank you Francis for continually inspiring me to do my best. You encouraged me to strive for great heights. I found guidance, mentorship, friendship, discipline, generosity, and selflessness in one person. And that person was you.***

***Keep resting in peace my mentor! Mrs. Elizabeth Muhebwa is the executive director of UNABCEC***



## He offered himself when I needed guidance

**BY MR. MIKE SERUNKUUMA**

**W**e all start somewhere. We have been ignorant and far from being smart, with a blank brain but perhaps with a brave willing heart. We were at times weak to stand alone, to learn and achieve on our own and to live; we needed a mentor. As far as my world of work is concerned, I give credit to the late Francis Karuhanga, who, for the short time I got the privilege to work with him, was my guide through this chart.

I joined UNABCEC in 2018 when Francis was the president. I had just completed my studies, very green about the construction industry's world of work. It is not that common at this stage of our careers to have people willing to shape our intellect,

interest, and life in general. But Francis did exactly that for me.

While we were majorly brought together for work-related purposes, I soon began to learn from his views, perspectives and wealth of knowledge. And this will always be fundamental for my understanding of the world.

Francis was a phenomenal mentor. He had the knowledge and wisdom of a leader yet the spirited gentle touch of a friend. He hugely shaped my view on life, work, and many other things. The wisdom he shared during our sessions together was profound. He guided me in discovering solutions as he carefully listened to my issues. He was generous with his advice and made it practical by sharing personal experiences.

On the fateful evening of Friday January 8, I couldn't believe my ears when I

got a call from my workmate and one of his closest friends that Francis had breathed his last. He was truly gone and many were already mourning his loss. I was devastated, felt lost and wondered how my career journey would be now that my guiding light was gone. Nevertheless, I am glad I met him. I am grateful that I was part of the many young people he mentored. Todate, I still remember the words he said, with the life he lived and the people he led.

As Shannon Alder said: "You carve your name on hearts, not tombstones. A legacy is etched into the minds of others and the stories they share about you." Francis Karuhanga, you carved your name on my heart and I will miss you greatly.

Thank you for being there and for showing me the path. Rest in peace my mentor.

***Mr Serunkuuma is a projects officer at UNABCEC***

# Francis was passionate about empowering young people

**BY ENG. LEONARD MWESIGWA**

I met Francis in 2014, at a time when UNABCEC was having a programme funded by Cross Check that aimed at getting Trainers of Trainees who would train local contractors to build their programs for sustainability.

I saw the advert and applied. I was later invited for interviews and Francis was part of that team. At the time, he was a board member of UNABCEC but was specifically interested in the program and in seeing that the beneficiaries and contractors reap from it. Although many people applied for the opportunity, Francis was very intentional and insisted that people who would be selected should be in the contracting business and experiencing things first hand, not those who were just reading about things.

I had just started my construction firm and that probably gave me an advantage. In our first interaction, we both learned that we had gone to the same school, although at different times, and that, in some way, drew us close to one another.



I got the opportunity to train and the program went on for a month. After that, we designed our own training to deliver to local contractors and for a long time, I worked with Francis on this. We moved around the country training contractors from Kampala, Hoima, Mbale, Arua and other different regions. The contractors responded incredibly.

### Passionate about young people

One of his unique traits was his passion to empower young people! If he saw potential in you, even if you were from a small company, he would entrust you with work. He would trust you to do the job and take a chance on you. He did not only do that with me but with very many other young contractors. At his firm Armpass, sometimes had big projects but he would take us there for learning purposes and that was the impact he had on us. He did this because he believed that mentorship was much more than just meeting in boardrooms. He was a very hands-on man and he would take you onsite and see how you handle challenges there. That was in a way a very strong approach to training and mentorship.

From 2014, our relationship grew from just business, training and UNABCEC to a more personal friendship. As a subcontractor, we also worked together.

On a personal level, Francis helped me connect with many young contractors in the country; building a network where we were able to learn from each other. At that time, Armpass - his firm was growing at a terrific speed, taking on big projects and he was busy but he remained my mentor.

He still spared time to network and talk to not only me but others as well because he always resounded himself with young influential and energetic contractors.

Because I was close to him, I also found myself in that network and many times

we met every week. We used to call it the Sitting Room and Francis always ensured that he was present with us. There, we would talk about issues we interfaced on site as contractors and new business owners. We would also share our challenges and figure out how to handle them.

Francis was the glue to this network; providing mentorship and guidance and it was special because it is not every day that you find someone who is able to bring different people together for a common goal.

Together, we would strategise and often he would partner with colleagues when he had a job one of us could execute. Regardless of how established in this field he got, he didn't overlook others like us who were still struggling and starting in our careers as contractors. He was not afraid to share the story of how he started his company and what he was doing to have it grow, which gave confidence to others and I am certain that some firms and colleagues found the courage to push through the challenges because of the mentorship that Francis provided.

One of his greatest advice was, "Do not diversify before you grow the company that gave you that money." He would say every time one of us made a big profit.

Even when he had grown as a contractor, he kept looking out for and mentoring people with creative minds and a passion for the construction field.

Without a doubt, we lost a great mentor and a unique person who was the glue to many relationships. But although he is gone, his dreams are still alive and we shall continue to see them through Armpass Technical Services.

As he mentored us, I have faith that he mentored someone who will be able to carry on his legacy and for us, the success of Armpass will be a great joy because then, Francis will be living on.

**As told to Desire Mbabaali  
Eng. Mwesigwa is a trainer at  
UNABCEC**



# How I remember Francis: Professional, hardworking, generous

**BY ENG. IBRAHIM KASIITA KAKOOZA**

I first met Francis Karuhanga in the early 2000s when he was working for Plan International. At Plan, he was respected and admired for his enduring commitment and outstanding contribution towards lifting small construction companies by encouraging them to bid for contracts. I fondly remember the advice he gave me about self-employment as he resigned from Plan in 2006 to concentrate on his company, Armpass Technical Services. I was moved by this gesture, but soon came to realize this was who Francis was.

I still remain profoundly grateful for Francis' enduring legacy to support other people with fairness. He helped my company win a contract which enabled me raise funds to study my MSc in Engineering in the United Kingdom. Yet, my friend Francis, didn't only have an impact on my studies but also touched the lives of many friends in the construction field.

While working as a Weighbridge Controller at Uganda National Roads Authority (UNRA), I once supervised Francis on one of his projects of building weighbridges under Armpass Technical Services.

UNRA Department of Projects had traditionally witnessed slow weighbridge technological progress until Armpass won a contract to develop a vision and instil an innovation culture that challenged the de-

partment's status quo.

He brought on board a talented, multidisciplinary team that brought in experiences from UK not only in



**Having been friends for a long time, I feel so lucky to have known him and shared so many great memories with him. I still have not fully accepted this incredibly sad news about Francis!**



project delivery and lifecycle performance of weighbridges but also in sustainability, affordability and user friendliness to both staff and the public.

He encouraged me to join UNABCEC to work alongside a group of committed staff to lift the association, gradually developing both the organization and the local construction sector to the level of recognition and prominence it enjoys today. He also facilitated me to demonstrate my engineering practices in his company, Armpass Technical Services, where I registered as an engineer.

His profound enthusiasm and dedication over the last 20 years in construction, merited him with a reputation as the undisputed legal expert on local content in the construction sector. Francis was not only a progressive contractor, he was also held in the highest esteem and regard by both local and international contractors, colleagues and friends. This was attested by the abundance of emotional tributes received when he passed on.

**He dedicated time to advising others**

If I could sum Francis up in one word, it would be GRACE. He was incredibly thoughtful, helpful, unstinting in the amount of time and advice he was prepared to give.



In all the years I had known Francis, he gave me unfailingly good and thoughtful advice on a range of things and always asked how I was doing. It is a great loss but he left a significant legacy, including Armpass which is one of the leading local construction companies in Uganda today.

What he did for UNABCEC was extraordinary; he was both a visionary leader and central for making big impactful changes. He achieved all this with such incredible modesty and humour. Francis' unparalleled expertise combined with his innovative thinking and sheer passion for quality work in the construction industry made him rightly one of the most respected figures in UNABCEC. What a loss to the country, sector, his family and to life.

Since his death, there has been an outpouring of tributes from UNABCEC

members and non-members alike because there were only a few organizations, structures, laws and regulations in the construction sector where he did not play a role. The extensions and additions that he oversaw at UNABCEC, all had the mark of his personality; passion, intelligence and humanity. As a result, he was almost always a man utterly at peace with himself by walking his talk. Because of this, he was admired by the secretariat and UNABCEC members.

**His legacy will live on**

The shock of his death is a hard reminder that life ends but also brings out the lesson of a life well lived; that to leave the world better than you found it is perhaps the greatest epitaph. He was proof that being hardworking and living life to the fullest is possible.

Francis, an esteemed colleague and a beloved friend is now in the company of purple flowers blooming among the banana plantation, in a small town in a distant corner of the Earth.

Having been friends for a long time, I feel so lucky to have known him and shared so many great memories with him. I still have not fully accepted this incredibly sad news about Francis!

Thank you, Francis, for always looking out for me and for letting me know I was never alone. You taught me to strive for quality work and always be a better person and I'll continue to do my best, knowing that you are always with me.

Rest well Francis!

**Eng.Kasiita is a Membership Consultant at UNABCEC.**

## UNABCEC EVENTS CALENDAR 2022

S/N	EVENT	MODE	DATE											
			Jan.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
1	Sensitization Webinars /Member Trainings	Virtual		3rd		7th		2nd		4th		6th		
2	C.E.Os Breakfast Meeting	Physical			3rd						1st			
3	C.E.Os Social Evening	Physical						30th						
4	UNABCEC 29th AGM	Physical												8th
5	End of year Stakeholders' Engagement Forum	Physical												8th
6	Publication of The Contractor magazine	Print and Online						27th Issue 18					4th Issue 19	

**Sponsorship is open for all events. Contact the secretariat on:**

**Tel: +256 (0)392 795 036**

**Email: [programs@unabcec.co.ug](mailto:programs@unabcec.co.ug) or [unabcec@unabcec.co.ug](mailto:unabcec@unabcec.co.ug)**

# A CHAMPION OF GRADUATE TRAINING

## He pursued graduate training with a passion

### MR. DAVIS KASIRYE

In 2019, UNABCEC initiated the Graduate Trainee Program as part of her “Construction Industry Advancement Program” to offer practical experience or training opportunities to the fresh graduates of construction and engineering related fields. This program aimed at empowering tomorrow’s con-

tractors and also building the future for the construction industry with belief that these early experiences would give graduates an important stepping stone into their careers and also help to produce the right professionals for the construction industry.

This was all spearheaded by Francis

Karuhanga and other UNABCEC committee members then, with himself at the forefront as the then chairperson of UNABCEC. Francis pursued training and development of graduates with a passion, and he led by example by often recruiting graduates in engineering-related fields within his company, Arm-



The late Karuhanga (front row right) with graduate trainees and other workers of Armpass Technical Services at one of their project

pass Technical Services Ltd.

From my early years of engineering practice, Francis took an interest in me, corrected me, and led me through my professional journey as a graduate civil engineer. And what amazed me is that for many of us graduates, who worked



**I happen to be one of the trainees who experienced the touch of his training between November 2017 and August 2019 as a graduate civil engineer at Armpass Technical Services Ltd before I left to pursue my Master of Science degree in Civil Engineering.**



under his mentorship, this support came unconditionally from a man who had a big heart and chose to go out of his way to invest in graduates through giving them an opportunity to work and learn on the job.

I happen to be one of the trainees who experienced the touch of his training between November 2017 and August 2019 as a graduate civil engineer at Armpass Technical Services Ltd before I left to pursue my Master of Science degree in Civil Engineering. This journey started when I got deployed at a construction site of a 3-block apartment building in Mbalwa, Wakiso District and secondly at the construction site of St. Ponsiano Ngondwe Sub-parish and on Ruzairwe Bridge Project in Kagadi District.

Francis was a specialist in construction and had a strong desire to train and skill construction engineers, equipping them with skills in design, people management, teamwork, creativity and problem solving, among others. He was passionate about developing construction engineers from fresh civil engineers whom he would hire to design and help implement construction projects.

**The mentor who instilled values**

During my tenure as a graduate engineer at Armpass Technical Services Ltd, Francis ignited these values in me that have been the core of all works I have executed since then.

**Hard work.** Francis was the definition of hard work and that reflected well in the timelines within which the teams he led completed tasks. Under his tenure as Executive Director of Armpass Technical Services, sub-structure and superstructure bridge works of say, 20m span bridge was often completed averagely in a record six months. This zeal to work hard was transferred to all graduates under his mentorship and for today, I still ride on this training even in my current workplace where I continue to thrive due to the firm foundation of hard work that was

laid by the late Francis.

**Quality.** Francis believed in doing a quality job.

Quality was the mantra on which the late Francis run all his works and everything he put his hands on. He made me appreciate

that quality work is not only good on the eye but it wins the trust of the client. Good quality was indeed always a promise we made to clients and always delivered like the motto of his company then, 'we deliver'.

**Integrity.** Francis was a man of integrity and believed in doing the right thing. This was always seen in the way UNABCEC conducted business. Because he was a man of integrity, UNABCEC managed to win the hearts of many local contractors, no wonder he was entrusted as the chairperson of the umbrella body of local contractors in Uganda —UNABCEC. During his tenure as chairperson, graduates also got opportunities to work and learn on the job not only within Armpass Technical Services Ltd but also within other local contractors. All graduates he worked with learned to be honest and have very strong moral principles as their trainer, Francis.

**Religious faith.** Francis was a very staunch Roman Catholic and had a deep belief in God. In addition, he supported a number of Catholic church activities everywhere Armpass Technical Services worked and no wonder his company thrived from God's blessing. Most recently Francis supported the construction of a Church in Mbalwa, Wakiso District, a few metres from his home, as a way of giving back to God and to the Mbalwa community for the blessing bestowed upon Armpass Technical Services Ltd. As graduates who worked with him, we learned to give back to the communities in which we work when God blesses us.

May the soul of my great mentor rest in eternal peace. Eternal rest grant unto him, O Lord, and let perpetual light shine upon him. Amen.

**Mr. Kasirye is a former graduate trainee at Armpass Technical Services Ltd**



# Francis, the man who believed everyone deserved a chance

**BY ANDREW AMANYIRE**

**W**e are taught to believe that all men are equal, but truthfully, not all men are the same. Our work and how deeply we touch other people's lives makes the difference.

Francis Karuhanga (FK, like we used to call him) exhibited uncommon wisdom and vision often expressed in his personality, hard work and resilience. FK believed in having knowledge and applying it. "Are we being innovative? are we being transformative? are we thinking out of the box?" he often asked. FK had the incredible ability to think beyond normal bounds of written and practical knowledge. He used examples that sounded cruel at the time, but I have never forgotten them. My vision widened often times after such encounters.

During all the years I learned from him, he always reminded me that knowledge is power and power requires the right knowledge to keep it. One particular time I was selected to attend an interactive seminar impromptu and unaware of what I would discuss, or the subject, I asked him, "how should I prepare, what do I go with?" His response was, "go with your head".

He believed that mistakes and imperfections present one a chance of learning. "Have faith, like our Christian traditions of believing the unseen, see the invisible, believe in the impossible and trust the process most especially by owning all the faults that come along with full responsibility," he would always say. Even when faced with something seemingly difficult, you would be surprised at how calmly he would handle it.

He taught us to learn from our mistakes

His words often were, "at least he has learnt" or "he's learning", but yet even

for what was considered the very least of faults, he would require full responsibility. "When you make a decision, own it. Even if it's a mistake, at least it's yours," he always said.

Continuous training can come off as a repetitive task if not carefully packaged. But under his guidance, this was never the case. We always took on changing roles; between projects or even on the same project. He knew he was blessed with knowledge and experience, not only innate, but at his disposal, which he shared broadly. This confidence to deliberately teach is what we do not often see in many sectors of society. It is an incredible gift to have someone who believes in you and offers hope of even a better future for you than his. He often said, "you are lucky you know these things, I did not have chance to experience this myself at a younger age."

On the day I graduated, I shared on social media that I finally finished books. Francis replied and said, "Welcome to school, the school of life. Your books have just begun." These lessons I would later learn through his guidance.

## He gave us a chance at training

In 2018, an article in *The Contractor magazine* about Earn and Learn, emphasized the importance of the graduate training programme. Many organizations still talk about it but are yet to implement. At Armpass we were offered a chance to explore, experience and adopt all knowledge in the active construction environment from procurement, design, implementation to final completion and handover of design and build projects of national roads and bridges within Uganda. Without such exposure, knowledge transfer and skills are always left untapped.

It's very humbling to have been offered an amazing experience to learn on job. Most people are always worried about investing in staff and they leave. He would say, what if they stay, and in any case, even if they leave, the goal would have been

achieved and they would become better people and carry a better message. He said, "when someone goes to government with a transformative thinking, it will change the hope of our generation in the construction and contracting sector." And that was his dream for the local construction sector; for all stakeholders to understand the dynamics and trends of the sector in technical and business terms to ensure more involvement of local personnel and resources in the ongoing infrastructural developments.

If FK never challenged you to be a man, then you never met him. He was human, had hopes and dreams, not only imaginative but by walking the talk. He had the zeal of a lion; not scared of getting wounded as long as there's hope of winning ahead. That explains the long hours, the multi tasks he took upon himself.

If there's one thing I surely learnt from him, it was humility. I can never comprehend his level of humility, kindness and dependency on God. I remember how on one rainy day, a boda boda knocked and damaged his vehicle's headlamp and police took custody of his car. In our current world of arrogance and moral depravity, I expected him to throw around the phrase "do you know who I am" but I watched him plead to have his vehicle released since he had no offence in vain. He later surrendered the vehicle and keys to the authorities, used the available means to retire for the day and returned the next day to claim it. This is still the most humbling experience of him. Watching a man with all the resources at his disposal who chose to lie low and be obedient is something we ought to learn from.

Losing FK at this stage in our careers has been such a big blow that we will struggle to recover from. Such great minds come once in a lifetime. The life of FK, personal and professional is something to emulate forever. May he rest in perfect peace.

And as the saying goes, "We all get by with a little help from our friends".

**Mr Amanyire is the commercial engineer at Armpass**

# A tribute message to Mr. Francis Karuhanga

# Francis taught me how to work hard and lead a team

**By Vivian Kitara**

**H**e was a martinet, a man who never tolerated levity when it came to work, he believed in young graduates; he pushed us to stretch beyond our 'limits'. All this was seen in how passionate he was about local content and training up young Ugandans. Indeed, we drank from his cup of wisdom. I feel fortunate to have had the opportunity to work with him and experience the zeal he exuded so profoundly.

*"You carve your name on hearts, not tombstones. A legacy is etched into the minds of others and the stories they share about you"* - Shannon L. Alder

**Ms. Vivian Kitara is a former Graduate Engineer at Armpass Technical Services Ltd**



**I must state I had never met someone as practical as the late Francis. He would spare time every month or week to come onsite and train you on how things are done.**

**By Abraham Nyanja**

In 2017, shortly before I graduated, I, together with six of my colleagues joined Armpass Technical Services as graduate engineers. We were the first graduate engineers to join the company and it was then that I first met the late Francis Karuhanga. His main idea was to develop and skill young graduates as partners in the construction industry, with much emphasis on growing into subcontractors eventually.

I must state that I had never met someone as practical as the late Francis. He would spare time every month or week to come on site and train you on how things are done. One of the assignments that started off my journey was a three-month road project under a senior engineer Reynaldo Gumawid as well as heading a road construction section where I had to ensure I deliver at the end of the month.

I can say that whenever one would be assigned such a project, Francis would endeavour to take you through all the steps required to successfully accomplish it and aside from the technical aspects of the project, he would also train you on how to handle staff under your supervision.

I learned how to handle people the age of my father and I would comfortably guide them on what I required.

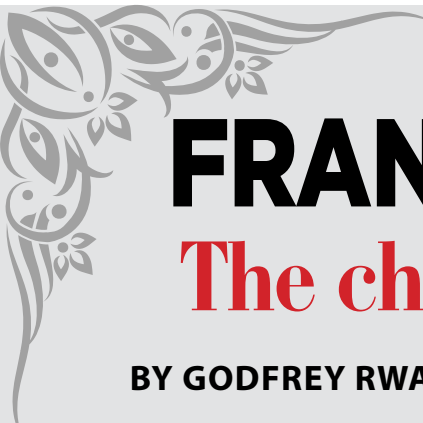
After learning all the practical execution of activities related to highways, I was presented with an opportunity to oversee a project as a site engineer and

assistant contracts manager. Since this was a promotion, it came with additional administrative decisions, including drafting responses to the client, contractual aspects, attending project meetings, preparing reports, sleepless nights, among others.

But Francis would occasionally give me a call to encourage me and support me emotionally; and that is all I needed for a hectic week. Often he ended his calls with challenging you about how the task was not as tedious as the Engineering course I studied at Makerere. He would also emphasize how good I was at practical aspects, while calling on me to concentrate on office work and contractual aspects, watching every activity, guiding the team but without forgetting we are here to make money.

Currently, I work with a consultancy firm and despite being a young engineer, I am well grounded in the work and I am even able to advise contractors, including on moves that might cause them problems.

**Mr. Nyanja is the Inspector of Works, at Dar Al-Handasah Consultants and a former graduate trainee at Armpass Technical services.**



# FRANCIS KARUHANGA

## The champion of local content

BY GODFREY RWAKAFUNJO (BSC. CIVIL – MAK)

I have never written a tribute before, was not even thinking of one, but Francis was more than a boss; he was my friend. Francis was tough with everyone but gentle with me. I looked up to him as a mentor and he trusted me as a friend.

On the eve of the first UNABCEC TV show/advocacy challenging Public Procurement and Disposal of Public Assets Authority (PPDA) guidelines that would negatively affect local contractors a few years ago, he told me, “go ahead and speak to the media, you know what we want and I believe in you. Just say it with confidence and let everyone understand this advocacy clearly”.

Like Plato and Socrates, I had been a student of Francis for more than a year drafting all memos, working together during weekends at his favourite hang-out place and he trusted me not to make any mistake. Our advocacy was successful at least that day.

To him, local content was more than a child, it was something so precious; it was deep, maybe it was motivated by patriotism. He breathed and studied it deeper. We often compared consumption of our local content with that of other countries such as Zambia, Tanzania, and Ethiopia, among others and he often got emotional and would say: “But why can’t government see we are on the losing side.”

And he followed this passion with actions; making numerous presentations at all forums UNABCEC was invited to, including Ministry of Works and Transport, Ministry of Finance, UIPE, UACE, and PPDA, among others.

His presentations normally arose critical debates, but it’s one thing to debate very well and it’s another to have powers to change something. Changing laws and regulation takes time. It’s

sad that he departed from us before the desired changes could be realised, but the team he left behind shall carry the mantle.

### His fight against capital flight

Francis fondly talked about capital flight. While I was just a graduate en-

gineer and did not think so much of it, I invested in reading comprehensively about these words that never left my boss’ lips.

But also, deep within me, I knew he would one day ask me about it as he usually did with everyone, to make sure



UNABCEC Members led by the late Karuhanga (2nd right) discussing the amendment of the law with the Parliamentary Committee on Finance, Planning and Economic Development in Uganda.

all of us (at the secretariat) were knowledgeable with what our advocacy was meant to solve. Capital flight was an emotional topic, which by understanding it, you became bitter and can only push for immediate change to the status quo.

We wondered whether anyone was noticing this very capital flight happening. It reminded me of the Bible verse in Hosea: 4:1 that, "My people perish due to lack of knowledge". And indeed, in 2018, the construction sector was heavily polarised with only 7% retention of funds invested in national infrastructure. Today, the percentage is increasing, given some positive reforms



and affirmative action in the sector, especially with commencement of oil and gas industry works.

The fact that a country obtains a loan, gives away all the major works and supply of material to the foreigner (source of the Loan), as part of the loan agreement was/is



**"To him local content was more than a child, it was something so precious; it was deep, maybe it was motivated by patriotism. He breathed and studied it deeper."**

still the main fuel of capital flight. The result is there would never be any trickle-down effect to the citizens.

The late Tanzania president, John Pompe Magufuli, once said, "only a mad person can accept such kind of loan agreement." And he is well-known for having rejected those types of loans.

**Francis, the meticulous boss**

Francis had taken a long-life self-study of Economics vs Construction and knew all these facts; his motivation could only be related to that of revolutionaries.

The 21st Century is done with revolutionaries and guerrilla wars; now it is the economic revolution and empowerment and it is what Francis deliberated on at all times.

Ours was the construction industry, a 12% contributor to National GDP, and which has potential to employ millions of Ugandans if streamlined. Francis envisioned the local players in the industry (suppliers, bankers, contractors, consultants, economists) as the drivers of this very critical economic revolution.

No one could mention Francis Aryatu-zoora without mentioning his perfectionism. I recall how he made us write a letter to Ministry of Finance for two weeks. Who writes a letter for two weeks for heaven's sake? That's how much he valued good work and he would, just like any other meticulous person, often give blunt criticism and question the smallest thing which often times, did not go down well with some people. Not many people can do well with criticism, especially when they believe they are doing their best. But some took his words in good faith and improved.

But death is a thief. It robbed us when we least expected it. Francis will always be remembered as a champion of local content. Keep resting with the angels giant. Your work shall always be remembered.

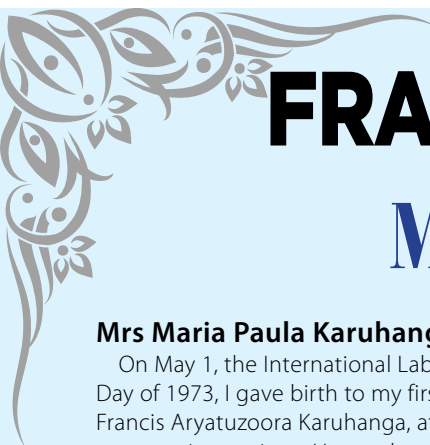
*2Tim4:7 – "I have fought the good fight, I have finished the race, I have kept the faith and now a crown of righteous awaits me..."*

**Mr Rwakafunjo is a former projects coordinator at UNABCEC Secretariat**



the National Local Content Bill 2019 August 2019





# FRANCIS THE FAMILY MAN

## My irreplaceable son

### Mrs Maria Paula Karuhanga

On May 1, the International Labour Day of 1973, I gave birth to my first love, Francis Aryatuzoora Karuhanga, after one year in marriage. He was born a very calm and energetic child who was welcomed and gifted a book and a pen by his paternal grandmother. No wonder he later grew to love, support and cherish education!

He grew up a focused, hardworking, peacemaker, prayerful, dedicated child who always determined to achieve results in all his engagements and entrepreneurial activities.

He loved Mathematics, construction and empowering the youth at an early age. While in school at St. Joseph's Voc. school, Mbarara, he studied Building and Construction as one of his subjects. During one of the holidays he replicated what he had learnt in school and built a balcony for one of our family houses.

Due to his love for Mathematics, he one time counted coffee seeds that can fill a basin and he made sure that he separated small and big seeds. Even more he went on to count bricks that his father had used to put up the family house.

During every holiday, he would draw a timetable for his siblings to study which majorly included Mathematics, Physics and Chemistry. He started a students' association which empowered the youths in their academic journey through capacity building workshops and entrepreneurial activities such as laying bricks for sale.

In November 2004 after the death of my husband, their father, Francis took on as heir. He made sure I was happy and had all that I needed. He looked after me, loved me, cared for me and kept on assuring me of support everyday. He had me right where he wanted me. He always laughed hard at my jokes and stories of village life and was full of love. He consoled his siblings,

supported them in every way possible, helped them to excel in their studies and made sure they were all comfortable in their homes and places of work.

January 8, will never be forgotten! This day shattered my entire life with news of Francis' sudden death. This was a devastating occurrence for a wonderful son like Francis!

### He will always be remembered

Francis will always be remembered and not forgotten for his zeal, humility, dedication to excel in whatever he did, love for his family, love for education, re-

spect for humanity, love for privacy and his belief in justice. He was a unique and calm character, a one-time member of the Xaverian movement, a peace lover who shared his love openly and fully knew the value of a good laugh.

May Saint Francis Xavier, the Patron saint of the Roman Catholic missionaries intercede for you. May St. Joseph, the patron of workers and our families be there for all those you worked with, mentored and cared for and that what you started be free from danger and conflicts.



The late Karuhanga with his mother Mrs. Maria Paula Karuhanga



# My Dad, My Inspiration

**By Alain Abariho**

Death changes everything! Time changes nothing. I still miss the sound of your voice, the wisdom in your advice, the stories of advice, the stories of your life and just being in your presence. I miss you as much today as I did the day you died. Sometimes I just wish you were here so that I could tell you how much I need you and how hard every day has been without you. My dad used to tell me that my life is in the hands of God. He always told me that when I'm lost in the universe I

should never lose HOPE. I broke down at his funeral and I was angry at things I could not change. In his death, my worst fear had come true. I was losing the one person I looked up to. The one man that knew all my hopes and dreams would no longer be there for me. I started to fear I wouldn't only lose him but a piece of me as well so I did the only thing I could do at the moment. I began to weep! I hadn't been able to before the funeral. I hadn't had the time. Now, suddenly, I couldn't stop. He was very hardworking and throughout my time with him I saw

him work tirelessly and I learned that about him. He always motivated me and my brothers Ian Abaine, Keith Arinda, and Agaba Aaron Francis. He encouraged us even when our grades were not perfect. He kept saying discipline and being humble despite where we came from was key to everything. My dad is my inspiration and will always be. May his soul rest in Peace. Till we meet again dad. To the world he was one person, but to me you are the world. God has you in his arms, I have you in my heart. Will always love you dad.

## The father I will forever miss

**By Keith Arinda**

"He doesn't fight crime or wear a cape. He doesn't read minds or levitate. But every time my world needs saving, he's my superman. Some folks don't believe in heroes 'cause they haven't met my dad," These are not just lyrics from the song *Not all Heroes Wear Capes* by Owl City, but they also express how I feel about my father, Mr Francis Karuhanga.

As I adjust to life without your fatherly presence and care, I thank God for giving me a hardworking, humorous, prayerful, and jolly father. I will always remember you and keep the lessons you taught us.

I did learn two crucial things from you that you always wanted from us. The first was to be extremely hardworking, which was a trait you possessed. I recall how hard you worked from the time of the works at Mitaano Bridge in 2015, when you worked day and night to complete the bridge, which earned it the title; "top of the range bridge" constructed by Armpass Technical Services. I can tell you that I will always keep this lesson with me and strive to work as hard as you did to sustain the company you founded.

The second lesson was that you liked and appreciated a prayerful person; someone who loved the church genuinely. You

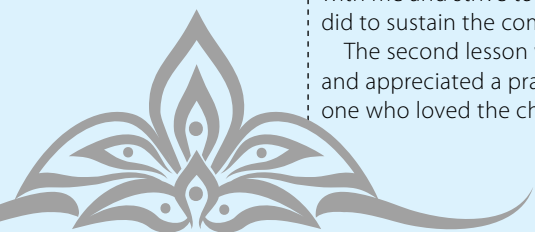
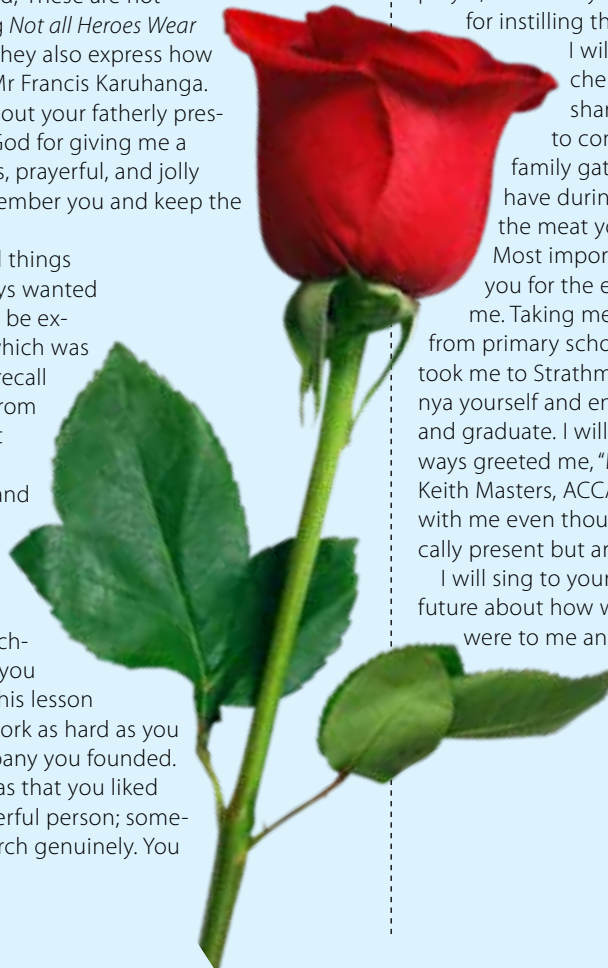
always encouraged us to pray because God is the one who provides for us and listens to us even when we are at our lowest. I believe that with God and prayer, I will always be guided. Thank you for instilling these values in me.

I will keep in mind and cherish the times we shared, the road trips to construction sites, the family gatherings we used to have during the lockdown, and the meat you used to buy for us. Most importantly, I want to thank you for the education you gave me. Taking me to the best schools, from primary school to university. You took me to Strathmore University in Kenya yourself and encouraged me to read and graduate. I will miss the way you always greeted me, "Mr Accountant Arinda Keith Masters, ACCA". This will always be with me even though you are not physically present but are in spirit.

I will sing to your grandchildren in the future about how wonderful a father you were to me and how you always taught us to be hardworking and prayerful.

*Till we meet again daddy*

*Pumzika kwa amani, kwaheri*



# FRANCIS LEFT A LEGACY

## I owe my professionalism, integrity to Francis

BY MOSES TIBERONDWA

I met Francis Karuhanga way back in school, at Kyambogo University, around 1997-98. Although we were studying different courses, once in a while we would meet during lectures of some of the course units we shared.

After my studies at Kyambogo, I started work as a consultant with MBW Consulting Engineers. At that time, he was working as an engineer at Plan International. One time, MBW got work with Plan International and he was our client's representative on the project in Kamuli. That was our second point of contact after university. Days later, Plan International was seeking an assistant in a parallel position to him.

He inspired me to apply for the position and to join Plan so that, "I see a different way of doing things", he said. I applied for the job and I was short-listed for an interview. I remember this day like it was yesterday!

I got successful and a new chapter began. At Plan, Francis was among the different leaders that oriented me on the organisation's activities and areas of operation.

He was also running a construction firm - Armpass Technical Services at the time. Given my interactions with him both socially and technically, I think he trusted that I would add value

to their work and many times when he travelled to monitor his projects, he would take me with him. For instance, while working on Lyantonde Health Center, we would visit the site, sometimes spend nights in Mbarara before heading back to Kampala

He was not a selfish man.

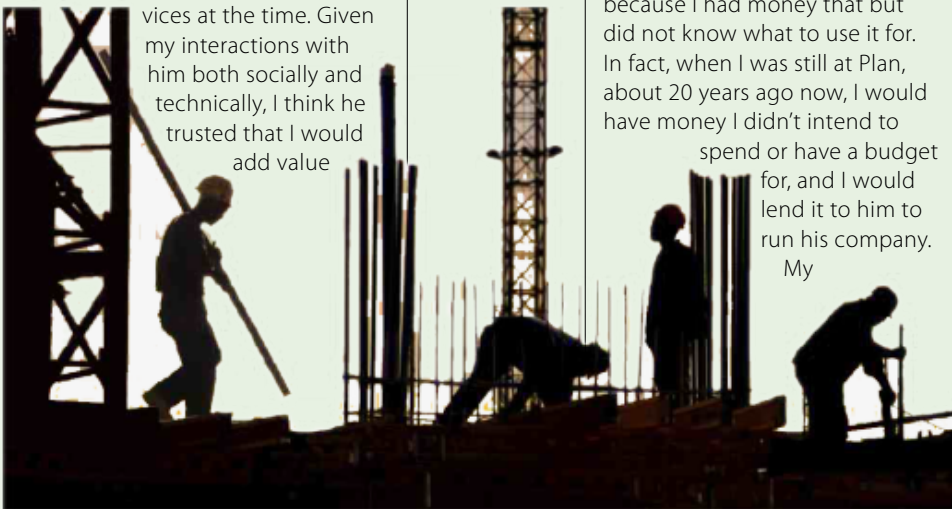
On one of those trips, I requested him to sell me shares in Armpass. He said, "No, Moses. There is a lot for everyone. I don't think you will develop yourself if you join Armpass. I can instead assist you register your own firm."

He advised me about all the paperwork I needed to put together and requested his sister to help me register. That is how I registered and started my company - Muma Construction Ltd.

At that time, I did not know where to begin. At times, Francis would borrow money from me, because I had money that but did not know what to use it for. In fact, when I was still at Plan, about 20 years ago now, I would have money I didn't intend to spend or have a budget for, and I would lend it to him to run his company. My

company got its first project in 2008/9 and he guided me on how to start. In general, he was not a selfish person. He would identify someone's abilities and then aim at working with them to benefit from their strength. One of the pieces of advice he gave

**1997**  
THE YEAR I MET FRANCIS WHILE IN SCHOOL



Mr. Moses Tiberondwa (left) with the late Francis Karuhanga

me as I was building my company, was, that if I was to live another day, I had to value what I do and be excellent at it. His argument always was, if I am paid to do Class 1 murrum road, why should I do Class 2 and bribe the lab person to give me results for Class 1. I learnt that from him, so much, that whenever I am given an opportunity, I have to do what the specifications require me to do. This has become a good attribute that I have moved with.

On finance management, he always said, "The best way to do it is to pay yourself first, if you have an option."

On career development, he was a man who had vision, to see what was happening now and try to envisage what would happen years later. If you used his projections, in most cases you wouldn't get it wrong.

I credit him for my exposure. I made



**"One of the pieces of advice he gave me as I was building my company, was, that if I was to live another day, I had to value what I do and be excellent at it. His argument always was, if I am paid to do Class 1 murrum road, why should I do Class 2 and bribe the lab person to give me results for Class 1."**

my first and second international trips because of his advice. He told me that I needed to be exposed to the outside world. "Uganda may not have everything that we need," he said. So, we

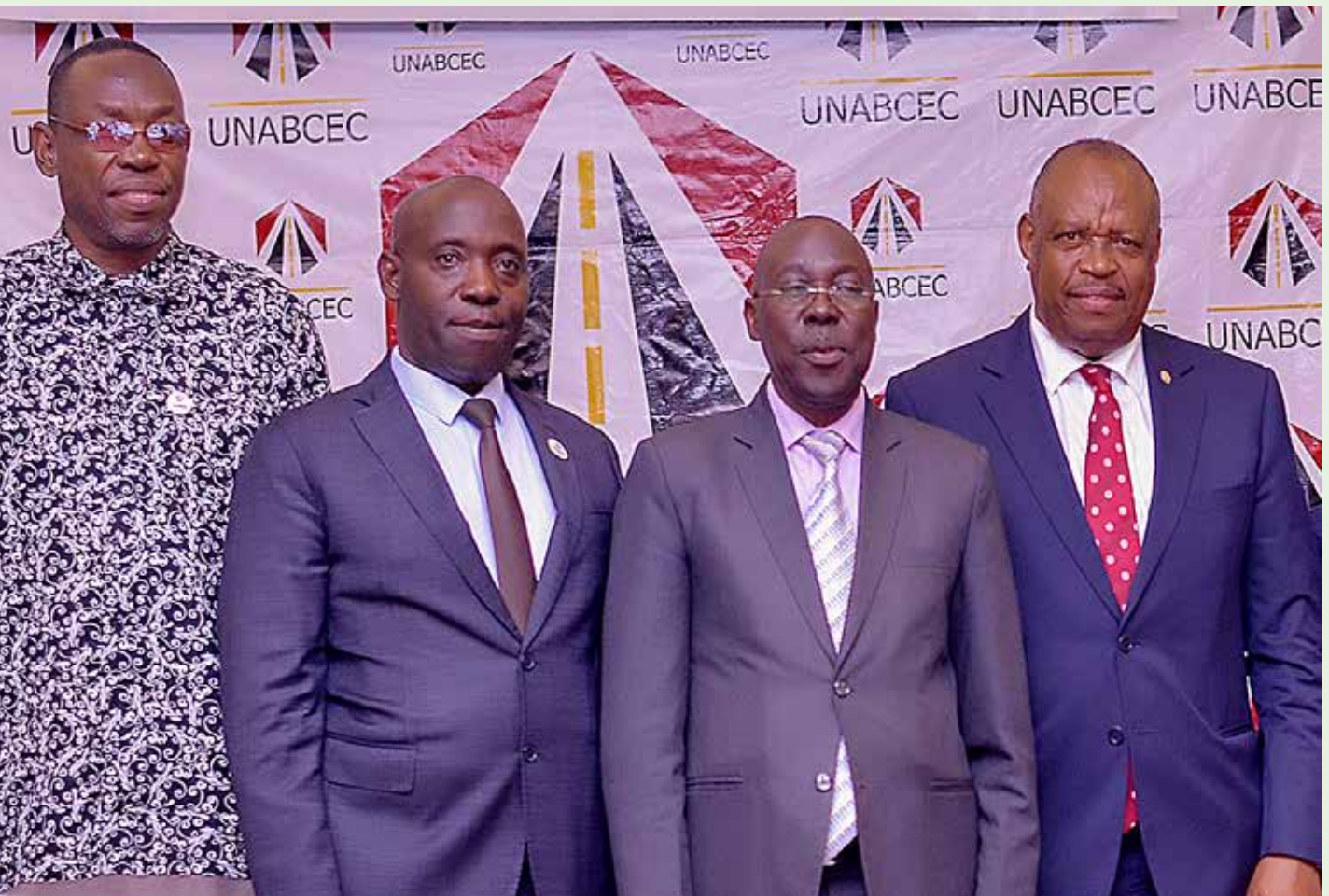
moved to China at one point, Turkey, Egypt and many other international trips together and on all of them, he would be benchmarking.

As an administrator, when he was in UNABCEC, Armpass and everywhere, he was a man who believed in himself. If he believed that something was wrong, even if you convinced him 100 times, he wouldn't do it. And if he thought that somebody was wrong, regardless of their position, he would call them out.

He was also a family man. Sometimes we would be at our social evenings and he would say, "let us go home. Our families need us as well".

To say the least, there isn't time enough for me to talk about the great man and mentor Francis Aryatuzoora Karuhanga was.

**Mr. Moses Tiberondwa is a Board Member of UNABCEC.**



Karuhanga (middle) and other delegates at the 2019 End of year Stakeholders Engagement Forum at Sheraton Kampala Hotel

# He was a man driven by passion

**BY AARON AHIKIRIZA**

It's January 9th 2021. The Namugongo Catholic Shrine is packed to capacity. At the center, with somber majesty, lies a casket. In the casket lies the body of a man who has gone way too soon. The man who frequented this church when he was alive. The man whose morning routines normally started with devotion at this very church. Not far from where we are congregating in mourning lies another church. I know about it because he used every chance he got to fund-raise for its construction. The church had great promise in him. He leaves it unfinished, just like his life which was only beginning. A life that had great promise for the local construction industry.

It's mostly the people related to the industry in one way or another that fill up the church today. A group of young men seated near me start a hushed conversation: "It's because of him that I joined UNABCEC, and he helped me break into the road construction sector," one of them says with a tone of sadness and a forlorn look. "He was that kind of man," his friend responds, starting a story of his own.

I'm not listening to it fully as I'm also lost in mine, taken back seven years ago when I received a phone call from a stranger asking me to join him in the fight for a better construction industry. I would later learn the stranger, who was putting together a team that he believed would change the image of the local contractors' association, was Francis Karuhanga. I had quickly learnt of the relentlessness of this gentleman in pushing for the betterment of the local construction industry. I had seen him inspire and sometimes fund young people to join the industry.

I had seen him bring people together in ways that seemed magical. And he never covered from controversy as long as he believed his cause was noble. One time when funders wanted to bring trainers from abroad to train our local contractors, he insisted that they should instead train local trainers who would then keep training the local contractors. The funders did not like the idea and stood their ground. But Francis also stood his ground, drawing a line in the sand and he viciously fought until the funders budged. UNABCEC had in the end gotten a professional training unit of its own which still offers training services in the industry to date. I had seen him open gates for those in the local industry in other countries; seen him singlehandedly prop up UNABCEC when it seemed like the association was falling apart.

And if it wasn't for him The Contractor magazine might never have taken off. The



**"It's because of him that I joined UNABCEC, and he helped me break into the road construction sector," one of them says with a tone of sadness and a forlorn look. "He was that kind of man," his friend responds, starting a story of his own.**

magazine! "How befitting it would be if a tribute to this man would be run in the magazine!"

A hymn from the mourners jolts me from the reverie; Jesus remember me, they sing.

**How we remember him**

But how would Francis want to be remembered in this life? I steal one more

absentminded thought. How will I remember him?

1. A man with unmatched generosity who led his fellow contractors with charisma, who loved to connect people, loved to make things happen; a staunch believer in God who loved the church and put God first. A man full of life, who had a good sense of humor. Among many other things, most of us can't think of him without thinking of these three things; the place he chose to call sitting room – the place where he connected people, where strategies and decisions that would take the local industry by storm were chartered.

2. His devotion to church and family his daily morning visits to this place of worship and his constant reference to the importance of family.

3. The book he carried around and preached about; *Construction Contractors' Survival guide*.

If Francis had had any parting advice to fellow contractors, it would be to own that book, read it and treat it as their other Bible. He always, in jest, referred to it as his bible. He carried it everywhere. Survival of the local contractors was always on his mind. Always in his heart. And when he spoke, you would hear it in his every word. And quite often you would see it in his actions.

When a man died in ancient Greece, they asked only one question; 'did he have passion?' I gather my thoughts a little more as I watch the hearse slowly snake its way from the church premises. In that hearse, without a doubt, lies a man who will be remembered. A life full of promise for great things nipped in the bud. Gone... a little too soon.

Whom the gods love die young; they say. Francis died young. But Francis also lived a life of passion!

**Aaron is a former Board Member of UNABCEC**

# His Legacy will live on

# He was a superman

BY ROSE N KIGGUNDU

**M**eeting you and working with you on the Board of UNABCEC 2015-2019, was one of the most profound memories of my career. The feminist in you made our work as female colleagues very easy and your exceptional leadership sharpened my governance and leadership skills.

It is impossible to define and write about all the ways in which you uplifted me individually as you were a visionary and an exemplary mentor. You always handed me the microphone to say something to audiences. You gave me an opportunity to welcome the guest of honor even when I felt I was not prepared, who does this? You consistently demonstrated and maintained strong business ethics while keeping a smile on your face and those around you. You by far are the one that prepared me to survive in this construction industry which is male-dominated.

Thank you for opening my eyes to new stages of opportunity and strength. I graced international stages because of you, Francis. I will forever be grateful for your courage and demeanor and the achievements remain fulfilling to date.

For all the useful advice that you shared with me, I will forever lend my energy and time to the association that you fought so hard to steer in the right path

Thank you for showing me how to stand my ground, I recall your words, "shyaaaa, we shall make it, we shall do it". I count myself lucky for having worked with you on the board for two terms. You believed in me FK. You believed in the construction industry. We shall work relentlessly to carry forward the legacy that you left behind.

Continue to Rest in Perfect Peace FKA **Mrs. Kiggundu is a former UNABCEC Board Member**

BY ALICE BONGYEIRWE

**I** was going through social media posts that evening when I received a message on my WhatsApp announcing the death of Francis Karuhanga; "KARUHANGA is dead". I screamed. My husband asked what the matter was but the only answer I gave him was sounds of no, no, no. I could not control my reaction. I could not believe the message either. I immediately called UNABCEC executive director, Elizabeth Muhebwa, who confirmed that indeed Francis, our president had passed on. My mind posed for a bit. I had questions with no answers crossing my mind; what had happened? Why? And why now?

There was no goodbye to us; the selfless, action-oriented man had gone. I reflected on the passion and charisma he had for UNABCEC as an institution to achieve its objectives. It was incredible. I thought of his lobbying and networking abilities that saw him knock on every door until he won or got a win for UNABCEC and its members.

I remembered how he would pursue the Association's cause, not accepting to be derailed by bureaucracy to the extent of using his company's resources. How his submissions were characterised with great intellect, foresight yet with humour.

Francis was smart inside and out. He had courage and practical ways of offering quick solutions to every chal-

lenge, which gave members warmth, comfort and confidence in the Association's direction. He brightened up UNABCEC. His leadership was a blessing to UNABCEC.

He was open with great integrity, a gogetter, a rare blend of character, which at times made those that did not appreciate him, feel like he was stepping on people's toes.

Beyond the office and board rooms, he was a very compassionate fellow, a giver and Godfearing man. He put God first in whatever he did. No wonder he served God and the church to what is humanly possible!

One day during a board retreat in Entebbe, he excused himself and returned with his two sons from school. He had picked them from Kisubi Seminary. You could read the love he had for them on his face as he talked about his family to us. I asked him why he had not enrolled his children in an international school to which he replied that he wanted them to have a Godly foundation. "You can hardly make it in life without a Godly foundation," he emphasised.

The Karuhanga I knew was a superman. It was a blessing meeting you, Francis. You cannot return to where we are, we can only cross over to where you are.

RIP Francis Karuhanga. **Alice is a Board Member of UNABCEC**



**He had courage and practical ways of offering quick solutions to every challenge, which gave members warmth, comfort and confidence in the Association's direction.**



# How stakeholders remember him

Several construction practitioners and stakeholders paid tribute, all saying that Mr. Francis Karuhanga's death was a terrible loss to the local construction industry.

"We at Uganda Association of Consulting Engineers (UACE) sincerely condole with the family of the late and UNABCEC." Eng. Betty Nakamya, the Chairperson of Uganda Association of Consulting Engineers (UACE).

Eng. Ben Kyemba, President of Uganda Institution of Professional Engineers (UIPE) Mr. Karuhanga's death was a great loss to the local construction industry, the bereaved family and the country at large. "UNABCEC has lost a pillar, an advocate and mentor whose replacement will be hard to find."

CoST International and CoST Uganda who are champions of the initiative in enhancing transparency and fair business practices in the construction sector also extended their sincere condolences and prayed that the legacy Mr. Karuhanga left lives on.



**Mr. Fang Qiuchen, the Chairman of China International Contractors Association (CHINCA) - the chief organizers of the International Infrastructure Investment and Construction Forums (IIICF) said they had lost a dear friend. "I deeply cherished the moments we shared with Mr. Karuhanga (R.I.P) at the Forum and earnestly appreciated his contribution in facilitating UNABCEC to join the Joint Action Plan for Enhanced Cooperation on International Infrastructure Construction in 2018, boosting dialogue and collaboration in a more active and efficient manner between UNABCEC and CHINCA from then on. Mr. Karuhanga (R.I.P) will be long remembered as one who devoted his time and efforts to promoting China-Uganda infrastructure cooperation."**

Ms. Allen Kagina, Executive Director of Uganda National Roads Authority (UNRA) also paid tribute and said Francis was a good friend and strong partner of UNRA. "We will miss Francis' zeal and advocacy for promoting local content. Farewell friend."

Uganda's manufacturers through their umbrella body, Uganda Manufacturers Association (UMA) also expressed their condolences to the bereaved family, friends, management and staff of UNABCEC for this great loss.



# NOTICE TO CLAIM as a contractor



## ENG. PAUL BYANGIRE RUSOKE

**T**he field of construction claims is poorly handled in Uganda, often leading to costly and lengthy adjudication. ARCADIS in their *Global Construction Dispute Report 2018*, “*Poorly drafted or incomplete/unsubstantiated claims*” is reported as the second most frequent reason for disputes. Most of our contractors are not aware that a claim starts with a notice from the contractor to the client or the client’s representative.

The FIDIC (Red book 2017) under clause 20.1 [Contractor’s claim] states, “*If the Contractor considers himself to be entitled to any extension of the Time for Completion and/or any additional payment, he shall give notice not later than 28 days after the Contractor became aware, or should have become aware, of the event.*” It is, therefore, mandatory under FIDIC for a contractor to file a notice.

Clause 20.1 goes ahead to warn contractors “*If the Contractor fails to give notice within such period of 28 days, the Time for Completion shall not be extended, the Contractor shall not be entitled to additional payment, and the Employer shall be discharged from all liability in connection with the claim.*” Our Contractors are, therefore, reminded that consideration of claims starts at the notice. Different contracts place different contractual obligations/requirements on the Contractors regarding notices.

It is, therefore, advisable that claims consultants/specialists are hired immediately after contract signing rather than after suffering the claims events.

A “Notice” is defined as (FIDIC RED BOOK 2017) ‘*a written communication identified as a Notice and issued in accordance with Sub-Clause 1.3 (Notices and Other Communications).*’ Contracts oblige the Contractor to give notices in some form if: an event that may lead to delay or additional payment is likely to occur, notice of actual delay and/or the incur-

rence of cost and Notice of intention to make a claim.

Notices serve to advise the consultants and/or employer that an action by them is needed or will be needed, to advise the consultants and/or employer that an action or inaction by them is



likely to lead to delay or additional cost to the project, to advise the consultants and/or employer that an event has occurred which will or may lead to delay or additional cost to the project, in order that the employer and/or consultants can take mitigating action to avoid delay and/or additional cost to the project, to enable the employer and/or consultants to plan and make provisions for additional time and financing if mitigation is not possible among others.

Contractors are advised while submitting notices to avoid accusatory language and ‘finger pointing’, make the point that the submission of the notice is an obligation of the contract, provide the information that the contract requires, do not include too much information in the notice – the details of entitlement will be included in the subsequent claim and use the language of the contract in the notice.

It is, therefore, important that contractors 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. Byangire is a Construction Claims Specialist, (Bsc. Civ , MPIM, Cert. Construction Claims writing), Uganda’s Regional Representative, Institute of Construction Claims Practitioners ICCP, paulbyangire@gmail.com, +256772643488, Paul Byangire LinkedIn R.Eng, MUIPE, MICCP**

**IMPORTANT  
NOTICE**

# E-REGISTRATION TO LEVEL CONTRACTORS' PLAYING FIELD



## BY ENG. SAMSON BAGOZA

**Question 1: The Ministry of Works and Transport attempted to register road contractors in 2018, briefly talk to us about the contractors' registration and classification system and what is required of contractors to take part?**

### **Response**

It is true the Ministry of Works and Transport conducted a registration and classification exercise for road contractors in 2018. The Ministry was supported by the UK Department for International Development (DFID). The assignment was executed by a Consultant, Pricewaterhouse Coopers.

The exercise conducted in 2018 did not succeed, despite the adverts run in the national newspapers, holding pre-qualification workshops with contractors and extending the application submission deadline. While over 200 firms collected the application forms, only 82 applications were submitted by the submission deadline. The evaluation recommended one (1) firm for classification in Class A and fourteen (14) in Class E.

The exercise did not meet its intended objectives. The level of participation was significantly lower than the expected 782 contractors determined by the Cross-Roads Survey of 2012 and over 1,500 contractors that are registered on the PPDA Register of Providers.

The feedback we got as a Ministry was that the contractors thought that the classified register of contractors was similar to a prequalification list for the Ministry and they believe the Ministry no longer has work to offer. They were prepared to participate if UNRA, the agency with substantial road works conducted the exercise.

What was not appreciated at the time was that once the classified register is completed, the register will be accredited by PPDA as the ONLY PREQUALIFIED AND CLASSIFIED REGISTER for road contractors



**Once the system is developed, it will be accredited by PPDA and thereafter the register will be used as the prequalification register of contractors for all relevant MDAs.**

**In future, registration and classification of contractors will be a requirement of the Construction Industry Regulation law. It will be expanded to register all contractors i.e. building contractors, civil engineering contractors, electrical contractors, electro-mechanical contractors etc.**

that will be eligible to participate in public procurement of road contractors.

Broadly speaking, however, registration and classification of contractors (road contractors, building contractors, electrical contractors, electro-mechanical etc) is a function of the regulator of the construction industry. Other countries have regulators. We are still in a process of establishing one but in the meantime, the Ministry performs the role of regulator.

Registration and classification of contractors serves the following purposes:

a) To promote fair and transparent competition in procurement of works in the construction industry; and

b) To improve work continuity among contractors, which is critical for the growth of contractors.

The Ministry has made arrangements to revive the registration process. The Division of Quality Assurance has been assigned to manage the process, the qualification criteria is under review, engagements with UNABCEC are underway and soon contractors will be notified to apply.

The system is web-based, therefore it is accessed on line and allows applicants to input their data directly into the system. Training sessions will be conducted ahead of the next invitation for registra-

tion.

**Question 2: Why is this classification required and how does it lead to a sustainable construction business?**

### **Response**

Classification of contractors is required for the following purposes:

a) To ensure that contractors with different levels of establishment, experience and capabilities are classified in different classes and compete for work among equals;

b) To increase on chances for contractors to access work through open tenders but also easing selection of contractors for restricted tenders and direct procurements. This will improve





work continuity among contractors;

c) To ensure that work is awarded to experienced contractors, with qualified staff and necessary equipment, who will execute good quality work in time;

d) To ensure that foreign companies are registered as contractors, when they have demonstrated that they indeed possess capacity and experience far beyond that of our local and resident contractors;

e) To weed out companies that are not capable of managing construction projects to the satisfaction of their clients; and

f) To provide an up-to-date database of contractors, which is vital for planning, developing and regulating the construction industry.

The Registration and Classification System leads to sustainable construction business on account that it introduces order in the business as follows:

a) A firm must meet minimum criteria to qualify as a contractor;

b) Registration is renewable every three (3) years, with a provision to upgrade, be downgraded and be deregistered. This

will inculcate discipline among registered contractors;

c) Firms will strive to exhibit good performance, incidences of shoddy work and time overruns will reduce;

d) Briefcase companies will be eliminated; and

e) Genuine foreign companies will be allowed to operate in the construction industry, without direct competition with local contractors.

### **Question 3: Any Concluding Remarks?**

#### **Response**

I would like to appeal to contractors to embrace the registration and classification system for contractors. Development of this system is a mandate of the Ministry, much as the Ministry no longer has much work to let out.

Once the system is developed, it will be accredited by PPDA and thereafter the register will be used as the prequalification register of contractors for all relevant MDAs.

In future, registration and classification

of contractors will be a requirement of the Construction Industry Regulation law. It will be expanded to register all contractors i.e. building contractors, civil engineering contractors, electrical contractors, electro-mechanical contractors etc.

Therefore, when the Ministry advertises the next opportunity for applications to register, please participate or else you risk to be left out.

Finally, I would like to advise contractors that your business is a calling to contribute towards construction and maintenance of high quality infrastructure in this Country. Contractors who construct high quality infrastructure and manage construction contracts properly excel in business. Those who believe in short cuts, contractual arguments/threats or making money through shoddy work do not last long. Poor performing contractors will be victims of the registration and classification system. They will have no place in the construction industry.

**Eng. Bagonza is the Engineer In Chief of the Ministry of Works and Transport.**



# UNABCEC'S CSR ON Covid-19 vaccination

BY DESIRE MBABAALI

To support the government's effort in vaccinating Ugandans, UNABCEC supported a COVID-19 vaccination drive at THE Secretariat Office in UMA Showgrounds Lugogo.

**A**s part of her Corporate Social Responsibility, Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) on October 14, 2021 kicked off a COVID-19 vaccination

drive as part of its support to government's efforts to vaccinate a substantial number of citizens in preparation for full reopening of the economy.

President Yoweri Museveni had indicated in his August address to the

nation that the country needed at least 4.8 million Ugandans vaccinated to reopen the economy but most importantly schools.

To support this move, UNABCEC partnered with the Ministry of Health (MoH), through Kampala Capital City Authority (KCCA), to set up a COVID-19 Vaccination Center at the Association's Office at the UMA Showgrounds in Lugogo.

Some of the beneficiaries waiting to get their jabs.



Speaking at the opening ceremony in Lugogo, Elizabeth Muhebwa, the UNABCEC Executive Director, noted that the pandemic had not only affected economies all over the world but Uganda's economy as well, including the construction sector.

"Contractors have particularly been affected because of the restrictions on transportation of workers and materials as well as government's decision to prioritize COVID-19 interventions, which resulted in delayed payments for various projects," she said, adding that through this vaccination center, the 28-year-old non-profit, member-driven, national trade association would help scale up accessibility to the vaccine as well as make it convenient for members and the general public to be vaccinated by



**Construction workers from Prisma Limited show off their vaccination cards after**



**A construction worker from Prisma limited getting her jab.**



bringing the service closer to them and at favorable times.

The first cohort of vaccination was scheduled to take place on 14th, 21st and 28th October 2021 and 12th, 16th and 23rd November 2021 and this benefited a total of 647 people. The second cohort is expected to commence in 2020 at different centers opened at several construction sites of UNABCEC member companies across the country.

Sharon Atim, the health and safety officer at Prisma Limited, one of the companies that participated in the vaccination drive, said, "Whereas we encourage our workers to get vaccinated, it is also important that as employers, we care for our people. That is why, amidst heavy workloads and busy schedules, we took

the time to vaccinate our workers."

With the UNABCEC vaccination center, she noted that she was able to balance between work and staff getting vaccinated by creating working shifts where some staff kept at work as the rest headed for vaccination. By the time this story was filed, Atim had brought in about 80 people for vaccination.

UNABCEC's target was to vaccinate more than 100,000 Ugandans by the end of its vaccination drive.

"We are committed to ensuring the wellbeing of our members, their families and workers. Keeping our workers safe is the best way to make sure our industry is playing the lead role in rebuilding Uganda's economy," Ms Muhebwa noted.

# DR BITATURE ON HOW TO BUILD sustainable businesses



friends of mine - being around people like Mzee Mukwano, Karim Hirji and Sudhir Ruparelia impacted me so much. They were great mentors and that made a very big difference. Studying in Makerere and London didn't impact me as much as being with these men did. That is the power of mentorship.

### Having a high Resilience Quotient

Many people have a high IQ, Emotional IQ but something that is not often talked about is the Resilience Quotient. Too many of us are very feeble, our skins are very prickly. A small prick and you bleed to death – small rejection and you don't recover; one failure and you don't pick yourself up! You need to be resilient. This means going the distance especially when times are tough. It means not giving up. Getting rich is hard but staying rich is even harder so it is important that you remain frugal in all you do.

### Choice of the right partner

Whether in business or in life.

**The COVID-19 pandemic has not only affected individuals, their businesses and education but the construction industry as well. Given this background, there could not have been a better time to organize a Sustainable Business Leadership event for contractors and other business leaders, and have Dr Patrick Bitature, the chairman of Simba Group of Companies as keynote speaker.**

**B**usiness sustainability is about financial intelligence. Without financial intelligence, you cannot adopt, remain sustainable to build a business that will last. I will go ahead to share six financially sound decisions that every business leader needs to practice:

#### Setting realistic goals

This needs to be taught to people so that they know that they have a goal not just in business but even within families and communities. This includes setting goals and creating a roadmap of how you are going to achieve these goals. This is like having a blueprint that guides you to your goals, one you can always refer to.

#### Building capacity

Build capacity in your own self, in your mind and in your skills before you invest in a building or a business. This

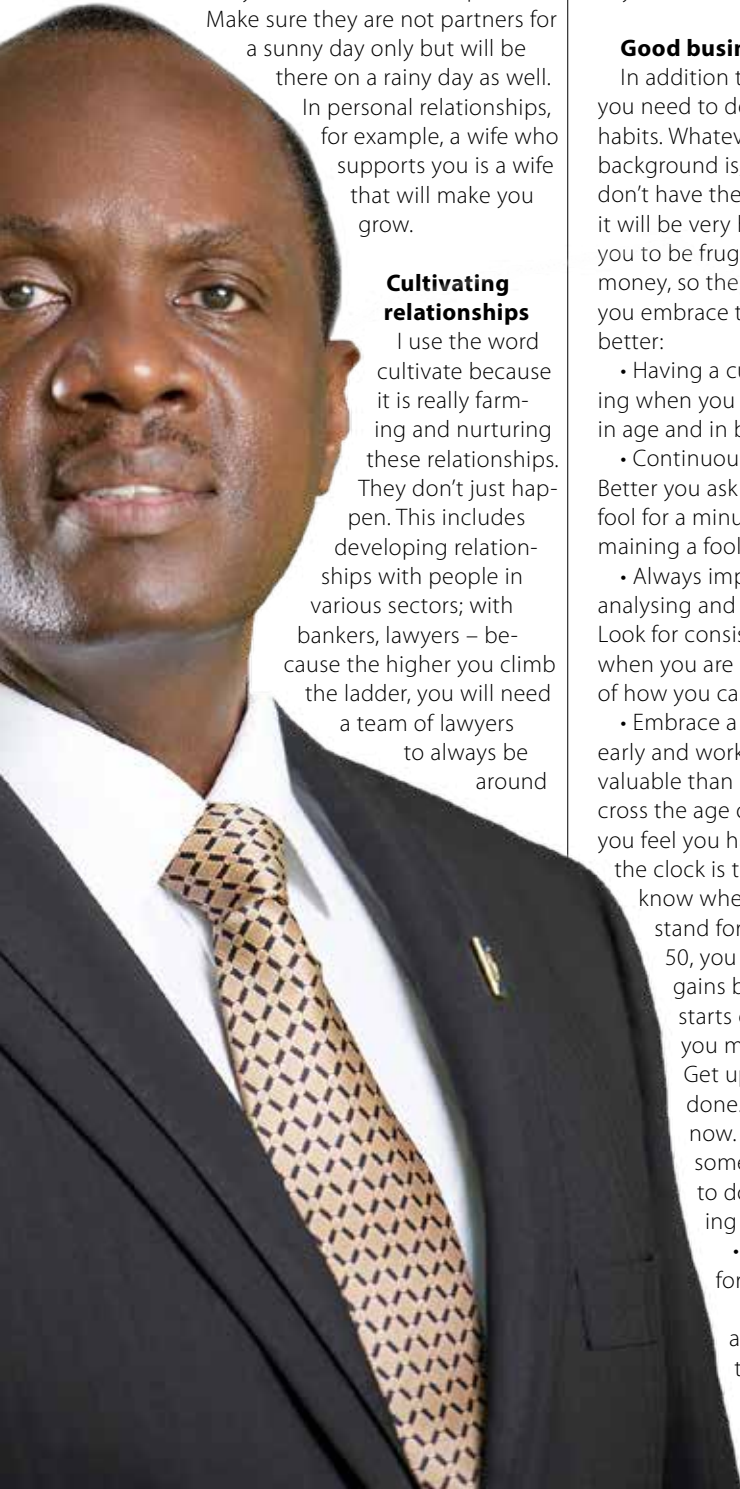
means continuously changing and improving your life and it requires continuous learning.



**Don't let your past defeat your future. Many people say, "I was born poor, I come from a poor family, I am going to die a poor man". That is wrong. You can make a very big difference in your life and the life of your loved ones. It may take 10 years, 20 years, 30 years but you can change it.**

#### Mentorship

Today, mentorship has become a common word but are people really embracing mentorship? Because that is the way you are going to change your behaviour and improve yourself. Personally, my thinking changed so much when I made these Asian



Today, we are in an era of collaboration, mergers and acquisition and it is necessary not just in the high-tech world but even in the ordinary world to get the right people to do things with because you will be stronger together. When you rush into a relationship – whether a personal one or business, it may fail. You need to have a robust foundation, so take your time to choose a partner.

Make sure they are not partners for a sunny day only but will be there on a rainy day as well.

In personal relationships, for example, a wife who supports you is a wife that will make you grow.

**Cultivating relationships**

I use the word cultivate because it is really farming and nurturing these relationships. They don't just happen. This includes developing relationships with people in various sectors; with bankers, lawyers – because the higher you climb the ladder, you will need a team of lawyers to always be around

you. A good lawyer can be a great ally and a lawyer that will betray you is the biggest nightmare. You need good doctors, you need good friends, you even need politicians because they are powerful. You need to cultivate these relationships and don't leave them to chance. Choose the people you want in your life because they will play a role in your life.

**Good business habits**

In addition to these decisions, you need to develop good habits. Whatever your background is, if you don't have these habits it will be very hard for you to be frugal with money, so the earlier you embrace them, the better:

- Having a culture of saving when you are young, both in age and in business.
- Continuously questioning things. Better you ask a question and look a fool for a minute when you ask than remaining a fool for the rest of your life.
- Always improve yourself. Keep analysing and continuously improving. Look for consistency in improving. Even when you are doing well, look for a way of how you can do it better.
- Embrace a culture of getting up early and working hard. Time is more valuable than money, especially as you cross the age of 30 and beyond. By 25, you feel you have a lot of time, after 30, the clock is ticking. By 40, you should know where you are, what you stand for, what you represent. By 50, you are consolidating your gains because your energy starts going down and by 60, you must plan your retirement. Get up early and get things done. Embrace the power of now. When you think about something and there is time to do it, do it instead of waiting for tomorrow.
- Manage your appetite for risk or investment.
- Embrace technology and accept it because things are going to change. Some people are reluctant to embrace technology, but now,

**3Cs**  
THESE ARE CHOICE,  
CHANCES AND  
CHANGES

especially with COVID-19, digitisation has been accelerated. Everybody has got to go digital. Your planning, thinking and your lifestyle! You have got to more and more embrace technology. All those tools and applications are no longer just for young people. They are now the ways of communicating, marketing or looking for opportunities. In Uganda, we embrace prayers. Theology cannot replace technology. In the rest of the world, there is little prayer and more technology. That doesn't mean

we should stop praying, but prayer alone will not solve our problems. So, we need to develop good habits that will help us build sustainable businesses.

- Don't let your past defeat your future. Many people say, "I was born poor, I come from a poor family, I am going to die a poor man". That is wrong. You can make a very big difference in your life and the life of your loved ones. It may take 10 years, 20 years, 30 years but you can change it. Personally, my life has changed for the past many years, because I have taken my destiny into my own hands. I did not allow my past to defeat my future. The pain in my past gave me the strength, stamina, perseverance and tenacity to go the distance.

**The 3Cs**

These are: make a Choice, take Chances and you've got to make Changes. Keep these close to your heart because every day, you are making choices and the choices you make will have an impact/ outcome.

You have got to take a chance. Sometimes we sit on the edge and just don't take a chance. Take a chance, don't sit on the edge forever. This means you are making a choice: Yes or No? Left or right? More or less? We are making decisions all the time and that is how you will be making changes in your life. Continuously try to improve your life, and eventually, it will be cumulative and that is how you build businesses that last.

**The article is Dr Bitature's speech at the UNABCEC's virtual CEO Social Event transcribed by Desire Mbaali.**

# UNABCEC WEIGHS IN ON army takeover of gov't construction projects

BY DESIRE MBABAALI

**U**ganda National Association of Building and Civil Engineering Contractors (UNABCEC), has warned of the probable dangers and challenges the construction industry is likely to face if government goes ahead to implement President Yoweri Museveni's directive to hand over all government construction projects to Uganda People's Defense Forces' (UPDF) Engineering Brigade.

In his letter dated July 1, 2021, the President hailed the competence of the army's construction brigade, and noted that they have built capacity overtime. "This brigade has been very instrumental in implementing many projects ranging from simple to high-level and advanced construction projects. Moreover, because this is part of the UPDF, the country has made a lot of savings in terms of funds and time," the letter reads in part.

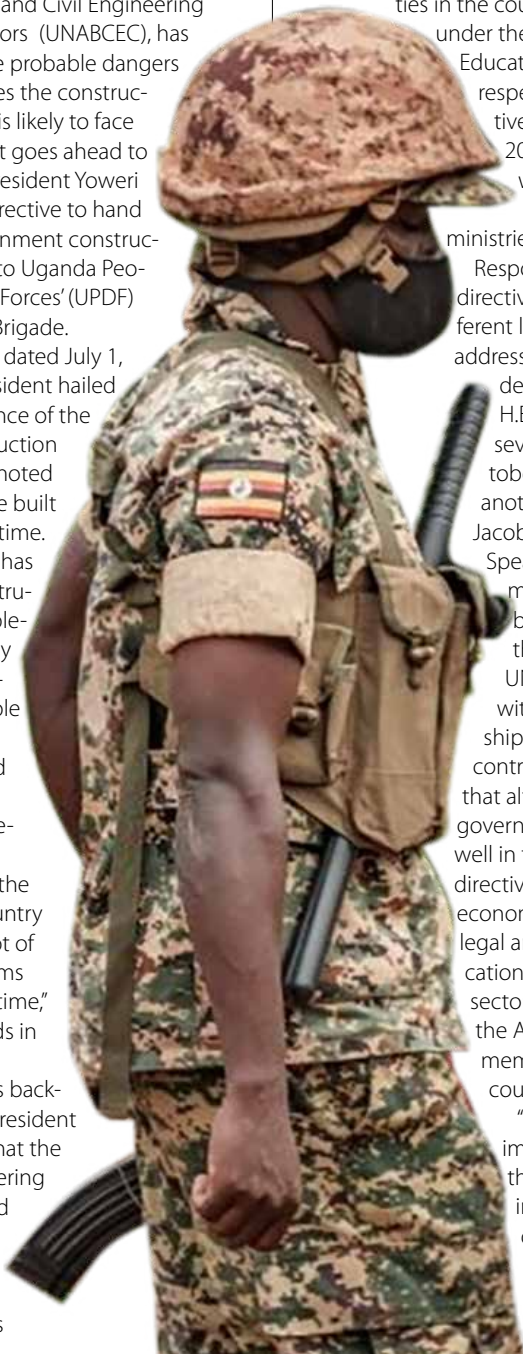
Against this background, the President announced that the UPDF Engineering Brigade would take over the construction of all government projects

starting with schools and health facilities in the country which fall under the Ministries of Education and Health respectively, effective Financial Year 2021/22. This would then extend to other ministries.

Responding to this directive in two different letters; one addressed to the President of Uganda H.E Yoweri K. Museveni dated October 1, 2021 and another to RT Hon. Jacob Oulanyah, the Speaker of Parliament, on October, 25, 2021, the 28-year-old UNABCEC, with a membership of over 386 contractors, noted that although the government means well in this move, the directive poses serious economic, technical, legal and social implications to the private sector (especially the Association's members) and the country at large.

"The economic implications of the directive include; loss of capital invested by our stakeholders, increased

unemployment, reduced competitiveness in the construction sector, decrease in revenue collections by URA and increased burden on the Consolidated Fund for capital investment by the UPDF," the letters to the President signed by JamesOne Olonya, UNABCEC president and Elizabeth Muhebwa, the Executive Director,



read in part.

On the technical aspect, the Association noted that increased risk of poor-quality work due to lack of comprehensive supervision, destruction of the construction industry's value/supply chain, and increased project costs arising from limited technical capacity in the UPDF for certain types of civil works are likely to surface. In addition, socially, increased poverty arising from a fall in incomes of stakeholders and increased social and families' stresses will be suffered.

"Needless to say, that the directive does not uphold and safeguard the Public Procurement and Disposal of Public Assets

(PPDA) laws," the letter added.

But UNABCEC recommended better ways of working UNABCEC also recommended better solutions that would enable the country to grow the capacity of the UPDF Construction Brigade and the flourishing of Private Sector Contractors stressing precedents that exist in countries like Egypt and Tanzania. The proposed solutions include the following;

a) Use of the PPP model in order to leverage the synergies that will be created through the UPDF working with the Private Sector and sharing resources to enable skills transfer. Accordingly, UPDF can also be supported to take on more complex projects like railways, dams, and irriga-

tion.

b) Engage PPDA to work on modalities for improving transparency in all Public Contract Procurements. This should further be enhanced by the deployment of efficient e-Government Procurement System.

c) Implementation of the National Construction Industry Policy, 2010, particularly enactment of the Uganda Construction Industry Commission (UCICO) Bill, whose objective is to regulate the construction industry.

The Association appealed to H.E the President to revisit his directive and allow a win-win situation while petitioning the Speaker of Parliament to cause a credible review of this directive with a view to advice the Government of its larger impact to the Construction sector and the economy at large.

**386**  
**THE TOTAL CONTRACTOR MEMBERSHIP OF UNABCEC**



# Is Alliance Contracting the best way forward for delivery of large infrastructure projects?



**BY PATHIAS AKABANJUNA (BSC. QS, MSC. CM, MISU)**

The construction industry is continuously innovating due to the various complexities that characterise project delivery. Much as the traditional project delivery mechanism of Design-Bid-Build still accounts for a large number of projects, several variants have been introduced to address its various shortcomings, especially on public projects.

Common shortcomings inherent in the traditional delivery model include; a wrong assumption that the lowest bid is best, high risk to the owner in case of design changes, adversarial team structure which limits cooperation and innovation, poor project coordination and a tendency to hold back good ideas from the contractors who enter the project too late, often causing re-design as part of the value engineering process.

The industry has come up with a number of variants to the Design-Bid-Build process in order to address the above shortcomings. They include; Design Build Operate and Maintain (DBOM), Public Private Partnerships (P3/Concessions) and Alliance Contracting/ Integrated Project Delivery (IPD) which will be our main focus in this article.

Alliance Contracting or IPD is a project delivery approach that integrates people, systems, business structures and practices into a process that collaboratively harnesses the talents and insights of all participants to reduce waste and optimize efficiency throughout the phases of design and construction.

In essence, it allows the owner, designer and contractor to coalesce into one organization



**The model allows public entities to call for tenders to solve a particular problem without pre-empting the solution, encouraging tenderers to develop innovative and cost-effective solutions in an alliance with the public entity.**

focused solely on delivering the project as a whole. This encourages early contribution of knowledge and experience and enhances pro-active engagement of key participants where responsibility is placed on the most qualified party with decisions made on the basis of what is best for the project as a whole. It is based on one unified agreement under which the owner, designer and contractor share both risks and benefits proportionally as a single entity.

Any “gain” or “pain” is shared and linked to good or poor project performance overall and not attributable to the performance of any individual party.

The alliance contracting model has been used extensively for large complex and multi-disciplinary projects in the UK, Australia and New Zealand in past years, with very positive cost and schedule performance and is starting to gain a foothold in the United States.

### Collaboration is key

Obviously, this model is based on collaboration and therefore can only succeed if the parties share and apply common values and objectives. The essential principles for the success of alliance contracting include; mutual respect, equitable balance of risk and reward, early goal definition, clearly defined standards, enhanced communication, appropriate technology, high performance and expert leadership allocation.

The model allows public entities to call for tenders to solve a particular problem without pre-empting the solution, encouraging tenderers to develop innovative and cost-effective solutions in an alliance with the public entity.

The table below illustrates a comparison between traditional project delivery and Alliance contracting to highlight the benefits of this model;

Traditional Project Delivery		Alliance Contracting
Highly Fragmented, Strong Hierarchy, Formed after Tender award	TEAMS	Integrated, Collaborative, Open, Formed at concept stage
Individually Managed, Transferred to the greatest possible extent	RISK	Collectively Managed, Proportionately shared
Individually pursued, minimal effort for maximum reward, based on first cost	REWARD	Team success tied to project success, value based, shared reward
Minimal effort for maximum return, encourage risk transfer	AGREEMENTS	Full integration, enhance full collaboration and open sharing
Linear, distinct, segregated, information hoarded to gain future advantage	PROCESS	Concurrent, multi-level, integrated, early sharing of knowledge and expertise
Individually focused, emphasis on composition, two-dimensional	COMMUNICATION	Collaborative, inclusive, emphasis on methods and materials beyond composition, multi-dimensional



Sub-Saharan Africa is currently undertaking and has plans to do large infrastructure projects in form of Power Plants, Railways, Oil & Gas Installations, Airports and Highways among others. Countries in this region ought to embrace alliance contracting in order to maximize efficiency on delivery of these projects.

The Ugandan government through Ministry of Finance and UNRA recently launched the first PPP project in the

roads sector; the Kampala Jinja Expressway, with the key merit for this being attraction of private financing to this capital project with a concession period to recover investment and profit. However, I dare argue that in a bid to expedite infrastructure development projects, government MDAs should seriously consider alliance contracting model whose significant benefits and proven success in cost and schedule performance far outweigh those of Public Private Partnership and

obviously the traditional Design-Bid-Build model.

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# BUYING USED EQUIPMENT online, experiences and tips

BY ERNST VAN HEK

Over the last decade, the global used equipment market has seen a transition from classic trading to online trading. The corona pandemic with all the travel restrictions that came with it has further accelerated this, with clients choosing online trading of used equipment as the new normal.

Probably one of the biggest advantages for the buyer is the transparency in pricing, making buying used equipment financially more attractive compared to the old days when local buyers were depending on local dealers and brokers only.

But is it safe to buy online and what can one do to limit its risks?

Let me give a few examples of what is happening every day and is rightly so the fear of all buyers. As a machinery trader based in the Netherlands, and also co-owner of a Ugandan machinery company, I was recently approached by a Ugandan contractor seeking help.

The contractor wanted to buy a backhoe loader, searched on internet and found the suitable model at a very attractive price. The seller presented himself as a company based in Poland. Communication went smooth and it all looked very good.

They agreed on the terms of payment, 50% upfront and 50% when presenting the Bill of Lading. The client made the transfer and sometime later he received a BOL, after which the balance was paid. The company then went quiet. The seller was not responding anymore, he disappeared. The buyer asked a local forwarder to check the Bill of Lading and it appeared to be fake.

### Lessons learned

1) When the price is too good

to be true, it often is not. Used equipment has a market value and if it is offered way below that, this is enough reason to be extra careful.

2) Always check the company you are planning to buy from. Only buy from companies with a good reputation and references. There are many ways to find out about this.

3) Normally exporters never accept any payment terms other than full prepayment before delivery. Be extra careful when they do offer terms.

4) Always ask for detailed equipment information with videos and if possible an online video call to see the machine and seller.

5) Scammers are becoming smarter too, they will go an extra mile to hack into seller's emails, share similar invoices with bank accounts altered and many more tricks.

6) Consider to work with one of the well-known third-party inspection companies; it costs money but can save a lot. They will go to the seller, inspect if the equipment is there, check the serial numbers and basic functions. This may have its shortcomings but you receive what you paid for.

Unfortunately, we hear and see many cases of online buying deals gone bad frequently but is it dangerous to buy used equipment online? Not, if you work with trusted companies and people supporting you.

When we started trading in Uganda 80% of the clients would not buy online but only deal with local stock and dealers. Travelling was not so easy, online buying not common. In 2021, majority are buying used equipment online. In our own case, we made the transition as well.

All equipment we sell in Uganda is now sold directly from our European stock, but we have maintained our local presence in Uganda for sales of parts, and providing local buyers of equipment with logistical services and support. Buying at online prices and terms but with the security of local based staff. A formula which is well appreciated!

**Mr Hek is the co-owner of Afrimech Machinery and Spares Ltd (Uganda) a partner company of Van Hek Trading B.V (Netherlands)**

**50%**  
**AGREED TO BE PAID UPFRONT.**



# COUNTERFEITS IN CONSTRUCTION and collapsing buildings

**Engineering is so honest; it doesn't hide its mistakes!**



**BY ELIZABETH MUHEBWA**

In ancient times, designers would sit under an arch and horses would pass over it to prove the structural integrity of their design confidence. Although today I can attest to the approved plans passing required standards, the challenge, however, is when unscrupulous developers divert from the approved plans and drawings in a bid to cut costs, thus compromising quality. I will cite the cases of collapsed buildings of September 5, 2021 in Kisenyi, Kampala and October 3, 2021 in Mbarara.

But how deep is the problem? Sometimes, it is corrupt elements at the approval authorities who are paid to keep a blind eye while developers and/or quack engineers change dimensions, concrete mix designs and/or size of reinforcements during construction, usually under cover. Increased use of admixtures and plasticizers without guidance of professionals is the riskiest element in structural design for any concrete mix designer. Such messes set the time bomb ticking, as the structural integrity will have been compromised—because of the freehand concrete properties.

Yet in the event of a collapsed building, the first blame is always to poor workmanship and poor-quality construction materials. But concrete quality doesn't only depend on individual materials, material components, but a component of prescience, skills, materials, sequencing and conditionings; whose performance is accurately defined in a mix design and method of work. The mix design, placing, compaction and curing, if not handled well, all compromise the quality. A material engineer's role is to know how these interact and monitor them continuously.

Concrete cures indefinitely. Traditionally, concrete attains 99% target strength at 28 days, at which point it will be strong enough to carry the intended de-

sign loads. Poor construction materials can also be a case of fake, counterfeits or substandard goods in the market.

All these bad industrial practices lead to adverse effects, among others;

a) Loss of public trust and confidence in the engineering sector. Reputation is the biggest asset to accumulate, but easiest to lose if not guarded well.

b) Loss of lives when buildings that are constructed using counterfeit products collapse. Some fake products like plumbing and electrical materials remain a threat to life even after construction stage.

c) Loss of property and investment.

Innocent developers who fall victim and lose their hard-earned cash in the hands of unprofessional players in the sector.

d) Counterfeits kill creativity and innovation, since someone will be using intellectual rights of the innovator illegally. This kills further research, as the innovator may run out of business very fast.

## Solutions

1) Government should fast track and finalize the enactment of the Uganda Construction Industry Commission (UCICO) Bill whose major mandate is to regulate the industry that remains fragmented and dominated by briefcase companies. Key industry associations and professional bodies like Uganda National Association of Building and Civil Engineering Contractors (UNABCEC), Uganda Association of Consulting Engineers (UACE), Uganda Institution of Professional Engineers (UIPE), Institution of Surveyors of Uganda (ISU), and Uganda Society of Architects (USA) should be involved in streamlining the industry activities.

2) Amendment of the Engineers Registration Act should be expedited to enforce mandatory registration of all engineering professionals to curb masqueraders and enforce professionalism and compliance to the industry standards.

3) Government must establish regional testing laboratories and enforce compulsory testing of materials. Reports and results must be filed with building plans approval authorities on a centrally run system.

4) Adopt the requirement of special permits for use of admixtures by companies and/or individuals to control concrete quality. UNBS, through Pre-Export Verification of Conformity (PVOC) can regulate these materials that require expertise to use.

5) URA & UNBS to enforce digital tax stamps which will help in tracking source of materials and counterfeits during investigations of collapsed buildings.

6) Import substitution will ease supervision of production lines for materials since most counterfeits are for imported premium brands.

7) Public vigilance; Suspicious activities can be reported on toll free helplines or on a website where even suspended contractors and engineers can be displayed for transparency reasons.

We all need to wake up to a new day, where developers pay hardware and professionals decently, the engineers and surveyors discuss aesthetics with the regulators, the architects study what scaffolds, mixers and cranes do with the builders, and where inventors and manufacturers visit their children living in those structures.

Enough is enough. We can't play with people's lives forever. Trust Genuine Contractors at UNABCEC.

**Mrs. Muhebwa is the executive director Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)**

**28 DAYS  
IT TAKES CONCRETE  
TO ATTAIN 99% TARGET STRENGTH**

# GIRL POWER

## PEACE AGNES ASIIMWE

Peace Agnes Asimwe is currently the MD at Armpass Technical Services Ltd a position she rose to months ago at a construction company where her career started 17 years ago. She speaks on how to grow the number of female engineers and her strategy in growing the company her predecessor, the late Francis Karuhanga, founded.

# Women are unstoppable once they set out to achieve

**There are not many construction companies headed by women at least in Uganda. As an encouragement to the young girls who look up to you, what has your journey to the top of one of the big local construction companies been like?**

Lao-tzu wrote that a journey of a thousand miles begins with one step! My professional journey began 17 years ago when I left university. Throughout my university education however, I had been involved in work undertaken by Armpass Technical Services, such as carrying on clerical duties, purchasing materials and learning how to write winning proposals also known as bidding during my holidays.

My first assignment after graduation was working as a site clerk in Kabwohe Town in present day Sheema District where Armpass was undertaking a water distribution project under South Western Towns and Water Sanitation Project.

Here we constructed a pipeline that distributed water to homesteads in Kabwohe and surrounding villages. I was tasked with handling stores, keeping major project items (majorly bulk water pipes), management of expenses on the project such as purchase of locally sourced materials and payment of wages. At an early age in my professional growth, I was exposed to project implementation challenges. I had to learn the art of community involvement, integration and participation to enable project success.

Around the same period, Armpass undertook



similar projects in Kyabugimbi in Bushenyi District and Kitagata in Sheema District. We also had rehabilitation works at the administration block of Bushenyi District Local Government. I had to trek to each of these projects on a daily basis. I recall never going to bed before midnight because I had reports to submit daily; no wonder this has stuck with me to date.

I never close a day's work without proper evaluation in preparation for the next day.

Throughout the projects' timeline, I was exposed to aspects of time management, financial and human resource management but also came face to face with challenges of project implementation especially when faced with financial hurdles caused by delayed project payments. I had to learn to negotiate credit terms for what would seem to a lay person as little money just to keep the projects running.

This background was to be the start of many other tasks that I have undertaken on behalf of Armpass for the last 16 years, rising from a site clerk to an administrative officer, administration manager, general manager and now managing director.

To the young girl out there, it takes patience, perseverance and resilience to get to the top. As the saying goes, there is truly no gain without pain.

**Following the demise of the founder and CEO of Armpass Technical Services, how are you planning to carry on his legacy?**

The loss of Francis Aryatuzoora Karuhanga



## Her take

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

It is hard to hand-pick one success story as I have seen the company grow from infancy and every milestone we hit is worth a celebration. However, there is one that is quite memorable.

In November 2013 while I was expecting my current last-born child, we participated in a tender for periodic maintenance of roads on selected national roads. Back then, I was a general manager in charge of new business & administration and so I was tasked with preparation of winning tender proposals. The highlight of the day was that at around 3am in the morning while I was working on the final proposal, I went into labour. In between the pangs of labour, I managed to complete and send the proposal for submission and I proceeded to have my baby.

Many months later, we were awarded the contract for the 48km road maintenance project that also marked our firm's entry into road construction.

was indeed a big blow to the company he founded and spent his most productive years on earth grooming, growing and strengthening. His demise leaves a big gap that is hard to fill.

Francis was a perfectionist. He loved unique, distinguished and fine products in whatever he did. We shall continue to timely deliver unique and quality work in all projects we undertake so that his memory lives on.

Francis empowered our team, he spent the last five years of his work life training and delegating key aspects of the business to the team's management. The company had a long-term strategic plan that we shall bring to fruition.

The act of honouring someone who was loved is deeply personal and is hard to list down. But in all we do, we intend to honour his legacy so that future generations will remember him through the work of the establishment he founded.

**Obviously, you see how many female candidates apply for jobs at Armpass in comparison to male candidates, and because of the low number of female engineering students, certainly the number of applicants may be low. Do you think the low number of girls in engineering courses is a result of our education system?**

The low number of girls in the engineering profession is largely attributed to the patriarchal society we have grown up in where some professions were branded a reserve for men. However, the trend is shifting with increased encouragement of the

girl child to re-think their strategies.

To be noted, however, is that the boost starts at the first entry level which is the family. If mothers and fathers of the nation encourage our girl children to undertake science-related courses and be intentional in their support for them right from their formative years, then the education system cannot fail them.

**What's the ratio of male to female at Armpass? Have the female numbers grown over the years? What strategy have you put in place to grow these numbers?**

Truthfully, there is still a long way to go to bridge the employment numbers between the females and males, especially in the construction industry. At Armpass Technical Services over the last five years, we have intentionally increased the recruitment of females, especially in our top and middle management roles. To-date out of our key eight departments, four are headed by females. We continue to give an opportunity for females to join us through the graduate training program and various internship placements.

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

One of the ways is through exposing girls to examples of women who have succeeded in science-related careers. Portray these women as relatable and highlight how they became scientists making it easier for girls to envision themselves following a similar path to success. This can be done through organising career guidance days in schools right from primary level where such women

**CONTINUES FROM P39**

can share their success stories. Combat false stereotypes about sciences through the various media. While growing up, we often heard that professions such as engineering and medicine were boring and that such professionals lived lonely lives. Of course, this is false. There is, therefore, need to engage girls right from early childhood and expose them to various environments that relate to science.

**From what you know about construction now, is it an occupation you would encourage women to embrace, especially girls who are scared of taking on a career in construction?**

Yes, of course. Construction is all embracing. It is an industry where there is work for everyone; male and female alike. I encourage more girls to join construction as technicians, engineers, surveyors but also there is a variety of services that girls can offer in the industry.

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

My first call is to fellow women at the top; let us strive to be change agents regarding recruitment of girls into the sector. Let us give an opportunity to the girl child to flourish in this male-dominated sector.

Secondly as mothers; let us encourage our girls right from their formative years to study science-related subjects. Let us support and expose our girls through education. You know that to educate a woman is to educate the nation.

The government has a fundamental duty to promote the inclusion of girls, for example, by ensuring schools in the rural

areas have functional laboratories.

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

Gone are the days when men were the automatic leaders. Men need to embrace equity and equality at workplaces. They need to look at women's performance from the professional angle and not from the sexist view.

**Some of the female engineers say clients do not trust them enough with projects obviously because of society stereotypes. How can you advise people to embrace female engineers and see them as com-**



**I am a late sleeper and I am up by 6am. I will be in bed at midnight after I have reviewed activities for the day, gone through all the platforms and got updates from all the projects. I pray and tend to my personal chores before I wear the professional hat and head to office or the field depending on the day's schedule.**

**petent as their male counterparts?**

Things have changed overtime and many females are being embraced to undertake big infrastructural projects. It is difficult to change the mindset of society overnight especially when most of it stems from our cultural settings but I believe there has been a tremendous shift over the years.

In my professional and entrepreneur journey, 90% of the support, counsel and guidance has been from my male counterparts so I speak from a point of authority when I say there is a positive shift in the mindset of men regarding their female counterparts.

As women, we need to get out of our shells and grab whatever opportunity is available. We need to showcase our ability to deliver what was previously a reserve for men and I am confident that we are unstoppable once we set out to achieve.

**What is your day like in regards to the scope of your responsibilities?**

I am a late sleeper and I am up by 6am. I will be in bed at midnight after I have reviewed activities for the day, gone through all the platforms and got updates from all the projects. I pray and tend to my personal chores before I wear the professional hat and head to office or the field depending on the day's schedule.

I then spend the day attending to various assignments or in meetings in and out of office and at 6pm, I leave office.

**If you were to retire today, would you be satisfied to retire in this profession?**

I am truly satisfied that I have made my contribution.

**Interview done by Desire Mbabali**

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

## 1. FOREIGN PROVIDERS

Multi-billion International contractors



### ARAB CONTRACTORS (U) LTD

Plot 20 Upper Naguru East Road.  
P.O. Box 7289 Kampala  
0392 786340 or 0776 005624  
uganda@arabco.com  
Eng. Mohammed Tolba



### CHINA WU YI CO LTD

Plot 12, Naguru Drive Kampala  
0776327623 or 0783995862  
chinawuyiuganda@hotmail.com  
Zheng Gui Jin



### COIL LIMITED

Plot 59 Katalima Road, opposite police headquarters, Naguru  
0758 888001  
mail@coiltd.com  
Pooja Dokwal



### DOTT SERVICES LTD

Plot 30, Bukoto Crescent, Naguru Hill.  
P.O.Box 20005, Kampala  
0414-566140 or 0772-911207  
info@dottservices.biz  
Mr. Maheswara Reddy

### EAPiling EAST AFRICAN PILING COMPANY LTD

Plot 93 Lubowa-Lweza, (next to Mild may) Entebbe Road  
P.O. Box 23132, Kampala  
0788 934 970  
info@eapiling.com  
Joseph McFarlane



### MOTA-ENGI ENGENHARIA E CONSTRUCAO AFRICA S.A

Uganda Branch: Plot 2, Park Lane - Kololo  
P.O.Box 8453, Kololo - Kampala, Uganda  
+256 (0)312 203 031  
info@mota-engil.ug  
www.mota-engil.com  
Mauro Ventura



### SBI INTERNATIONAL HOLDINGS (AG) UGANDA

Plot 88, Luthuli Avenue, Fil courts Bugolobi.  
P.O. Box 11713 Kampala  
0200 400500 or  
0774 549 968  
sbi@sbi.co.ug or slobodna@sbi.co.ug  
Yaron Dunsky



### REDCO DEVELOPERS LIMITED

Plot 3 Parliamentary Avenue  
3rd Floor office 52, Raja Chambers  
P.O. Box 21642, Kampala, Uganda  
0775193339  
redcopd@gmail.com or info@redcointernational.com  
Mesfin Fisseha



### SEYANI INTERNATIONAL COMPANY LTD

Plot 125/6/7 Bombo Rd. Kawempe next to shell.  
P.O.Box 23067, Kampala  
0414566309 or 0756222760 or  
0772 222760  
info@seyanintug.com  
Nimesh.K Seyani



### STIRLING CIVIL ENGINEERING LIMITED

Plot 3, Buvuma, Port Bell Road  
P.O. Box 796, Kampala Uganda  
0414504941/0712767066/0758767066  
Stirling@africaonline.co.ug  
Gennaro Sirgiovanni



### THE ARAB CONTRACTORS OSMAN AHMED OSMAN & CO.

Plot 20 Upper Naguru East Road.  
P.O. Box 7289 Kampala  
0392 786340 or 0776 005624  
uganda@arabco.com  
Eng. Mohammed Tolba

## 2. NATIONAL AND RESIDENT PROVIDERS

CLASS A-1 CONTRACTORS  
Annual contracts above UGX 15Bn



### AMBITIOUS CONSTRUCTION COMPANY LIMITED

Plot 1, Swaminarayan Close, Wankulukuku Road, Nalukolongo industrial area.  
P.O. Box 12452, Kampala  
0414 273453/4  
ambitious@prayoshagroup.net  
Parsant Ramji Patel



### ARMPASS TECHNICAL SERVICES

Plot 1243/4 Block 228 Kyadondo, Mbalwa-Namugongo  
P.O. Box 33204, Kampala  
0392 944975  
info@armpass.co.ug  
www.armpass.co.ug  
Peace Agnes, General Manager



### BABCON UGANDA LIMITED

Plot 30 kome Crescent Luzira  
P.O. Box 2100, Kampala  
0414 220327 or 0772755011  
babsav@infocom.co.ug or  
gzaribwende@babcon.co.ug  
Godfrey Zaribwende

### CEMENTERS

#### CEMENTERS UGANDA LIMITED

Plot 130, 6th Street, Industrial Area.  
P.O. Box 22766 Kampala  
0393 262168 or 0393 346847  
uganda@cementers.com  
Mr. Kartick Halai



### KASESE NAIL & WOOD INDUSTRY LIMITED

Plot 936/970 Block16 Ndeeba Masaka road & Plot 26/28 -2nd Street Industrial Area  
P.O.Box 103, Kasere  
0752 244116 or 0772 244111  
markn@knwi.co.ug or info@knwi.co.ug  
Mr. Nsubuga Mark



### PIONEER CONSTRUCTION LIMITED

Plot 2B 5th Street Close, Industrial Area.  
P.O. Box 21160 Kampala, Uganda  
0393 261427 or 0392 658774  
pioneerconstruction@info-com.co.ug  
Sarah Bantebya



### PRISMA LIMITED

Plot 22 ssemawata place.  
P.O. Box 34764, Kampala  
0772 708200  
olul.francis@gmail.com  
Olul Francis



### TERRAIN SERVICES LTD

Plot 93 Lubowa-Lweza, next to Mild may, Entebbe Road  
P.O. Box 23132, Kampala  
+256 392 177267; +256 752 720953  
info@terraingroup.org or paul.cockerill@terraingroup.org  
www.terraingroup.org  
Paul Cockerill



### UNIVERSAL ENGINEERING (U) LTD

Plot 113, Namugongo Road  
P.O. Box 71470, Kampala  
+256 774520090; +256 783280660  
Univeg2003@yahoo.com  
Agaba Tomson



### VCON CONSTRUCTION (U) LTD

Plot 7, Suna road - Ntinda,  
P.O. Box 20199 Kampala  
0759 445508 or 0414 258662  
vul@veksonsultd.com  
Nitin Mavji Vekariya

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



## VEKSONS U LIMITED

Suuna road, next to Uganda AIDs Commission - Ntinda Strecher.  
0414 258662  
vul@veksonsultd.com  
Hitesh Hirani



## EXCEL CONSTRUCTION LIMITED

Plot 43/45 Eng Zikusooka Way.  
P.O Box 1202, Jinja  
04341 22068/9 or  
0782 918 654  
excel@excelconstruction.org  
Steven Otialuk



## KRISHNA CONSTRUCTION COMPANY LTD

Plot 217/219, 6th Street Industrial Area, Kampala  
P.O.Box 8743 Kampala, Uganda  
+256 (0)393261677 or  
0772792877  
dharmesh@krishnaconstruction.co  
Dharmesh V. Patel



## TECHNO THREE (U) LIMITED

Plot 4159, Block 306, Bbira, Wakiso.  
P.O. Box 37492, Kampala  
0755 594446 or 0772 594446 or  
0772611688  
techno3ugltd72@yahoo.com or  
singhjb2004@yahoo.com  
Jang Bahader Singh Wazir or  
Amandeep Singh



## MOTA-ENGIL (UGANDA) LIMITED

Plot 2, Park Lane - Kololo  
P.O.Box 8453, Kololo - Kampala, Uganda  
+256 (0)200910118  
info@mota-engil.ug  
Mauro Ventura



## PEARL ENGINEERING COMPANY LIMITED

Plot 816, Nsambya Road, Kabalagala - Makindye Division.  
P.O. Box 7553 Kampala, Uganda  
0393 266817 or 0755 979936  
tmukasa@pearl-engineering.com or info@pearl-engineering.com  
www.pearl-engineering.com  
Tom Joseph Mukasa



## ROKO CONSTRUCTION LTD

Plot 160 A & B Bombo road Kawempe.  
PO.Box172 Kampala  
0414 567305/331 or 0393 203110  
roko@roko.com  
John Bosco Adroni



## KIRU GENERAL SERVICES LTD

Nsubuga Kakembo drive, off Kiyatule  
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



## 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 by-  
enic@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



## CIVTEC AFRICA LTD

Plot 38B, Legacy House, Windsor Crescent, Kololo  
P.O Box 21383, Kampala  
+256 785 302255 / 0393 206967  
civtecc@civtecafrica.com  
Taremwa K. Castro



## 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



## 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



## KARK TECHNICAL SERVICES LTD

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



## CLASS A-2 CONTRACTORS

Annual contracts btn UGX 10Bn & 15Bn



## AMUGOLI GENERAL ENTERPRISES LTD

Plot 1 Kataza close 11, City Royal Hotel, Bugolobi  
0414572485  
amugoliug@yahoo.com  
amugoli@amugoli.com  
Christine Wasua



## CORONATION DEVELOPERS (U) LIMITED

Plot 171, Mutesa II Road. Ntinda.  
P.O Box 5696, Kampala  
0770 781057 / 0772 485888  
info@coronationdevelopers.co.ug  
Mahinder Singh Channa



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## CLASS A-3 CONTRACTORS

Annual contracts btn UGX 5Bn & 10Bn



### 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



### 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



### HEST ENGINEERS COMPANY LTD

Plot 1382 NsambyaGaba Rd  
0772194884  
hestengineers@gmail.com  
Kikonyogo William

### NETWORLD (U) LIMITED

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



### BCR GENERAL LIMITED

Plot 3/7, Spring road - Bugolobi, off Old Portbell road.  
0392 725709 or  
0772 400 269  
bcr@bcrgeneral.com  
John Rubooga



### HEAT GENERAL ENGINEERS & CONTRACTORS LTD

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



### MILLTECH SOLUTIONS LIMITED

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



### CONTINUUM ENGINEERING LIMITED

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



### MUGA SERVICES LIMITED

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



### TECHNICAL MASTERS LIMITED

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



### KATO CONTRACTORS LIMITED

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



### CGH ESTABLISHMENTS LTD

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

## CLASS A-4 CONTRACTORS

Annual contracts btn UGX 1Bn & 5Bn



### 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



### DANSEM CONSTRUCTION COMPANY LTD

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



### DYNACO LTD

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



### GAT CONSULTS LIMITED.

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



### 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



### HEBRON INVESTMENTS LTD.

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

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



## 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

## MEJARUDA ENTERPRISES COMPANY LTD

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



## PIERA HOUSE ENTERPRISES

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



## PROVIDE INTERNATIONAL LIMITED

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



## 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



## SHEPHERDS SERVICES (U) LIMITED

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



## 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



## 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

## BERU INVESTMENTS (U) LIMITED

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

## EARLS ASSOCIATES LTD

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

## EMPA ASSOCIATES LTD

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

## MADIKA GENERAL SERVICES LTD

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

## MASON CONSULT LTD

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

## ROSANAH INVESTMENTS LTD

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

**ROYAL TRANSIT LTD**

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

**SANY VENTURES LIMITED**

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

**TRADINT LTD**

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

**ROYAL TRANSIT LTD**

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

**KALEETA CONSTRUCTION LIMITED**

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

**WANGI GENERAL ENTERPRISES LIMITED**

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

**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

**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

**CK ASSOCIATES LIMITED**

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

**ADAPT TECHNICAL SERVICES LTD**

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

**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

**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' Adyel Divi-  
sion, Gulu Municipality  
P.O Box 902, Gulu  
0782612047  
acimajbv@gmail.com or aci-  
majbygrace@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 Mo-  
tors, 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- Namu-  
gongo 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 kis-  
hajja.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

**FLEXIHOME LIMITED**

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

**FRIENDSHIP (U) LTD**

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

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

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

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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



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P.O Box 505, Mbarara  
0705095355 or 0774229682  
mollerdavid17@gmail.com  
Moller David



## KAVCON (U) LTD

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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



## 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

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0751295530  
semgeofrey@gmail.com  
Zziwa Joseph



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



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



## REENBOOG CONSTRUCTION SERVICES LTD

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



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

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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



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



## HENRITAH INVESTMENTS (U) LTD

Bukeerere Parish, Goma Divi-  
sion, Mukono Municipality  
P.O Box 2207, Kampala  
0772 971688 or 0758 287097  
mugagahb@gmail.com  
Mugagga Henry Bukenya

## DADASA SERVICES LIMITED

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

## JIT PROJECTS LTD

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

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



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Kiira Municipal Council  
Plot 243 Mubangizi road – Ru-  
haro 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

## ZOPAH UGANDA LTD

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

## MBASA INVESTMENTS (U) LTD

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

## MONVI LOGISTICS LTD

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



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Kireka Town, Namugongo  
Division After Jesa Milk De-  
pot, Kira Municipality, Wakiso  
District  
0703817576 or 0782699194  
rapidccf@gmail.com or alfred-  
onyang@gmail.com  
Onyang Alfred  
www.rccf.co.ug

## R.B MUBIRU SERVICES

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

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## SASALI CONTRACTORS LTD

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

## SHAPAM HOLDINGS LTD

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

## WINLINK TECHNOLOGIES LTD

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



## 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



## CHAMIL INTERNATIONAL LIMITED

Kagadi Town Council Kibaale District.  
P.O.Box 97 Kagadi.  
0782 587 222 or  
0782 513 085  
chamilinternationaltd@gmail.com.  
Kagwa Milton.

### 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



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

## 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  
krakonstructionltd@gmail.com  
Kasirye Nasif Nalumoso

## 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 opposite Total Kiwatule Road  
+256 772601658  
admin@exponential.ug  
Douglas Ndyagumanawe

## KARUKANA ENTERPRISES LIMITED

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



## MULTIPLE INDUSTRIES LTD

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



## STEEL AND TUBE INDUSTRIES LTD

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

### 4. CLASS B-2

#### Agents & Suppliers of construction materials



## ACHELIS (U) LIMITED

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



## DAVIS & SHIRTLIFF INTERNATIONAL LIMITED

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



## GANATRA PLANT & EQUIPMENT LIMITED

Plot 28, showroom 4, Pioneer House, Jinja road.  
0790 202006  
ashiana@gpe.co.ug  
www.gpe.co.ke  
Ashiana Jivraj



## MANTRAC UGANDA LIMITED

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



## NILETRAC UGANDA LIMITED

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



## NSI WATER LIMITED

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

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## VICTORIA EQUIPMENT LIMITED

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



## PRAYOSHA ENTERPRISES LIMITED

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



## TERRAIN PLANT LIMITED

Plot 93, Lweza, Entebbe Next to Mildmay Hospital  
P.O Box 23132 Kampala, Uganda.  
+256 393260086 or +256 414266749  
sales@terrainplant.com  
Steven Kisekka

## 5. MECHANICAL & ELECTRICAL CONTRACTORS

### CLASS C-1

Annual contracts above 1Bn



## POWER AFRICA (U) LIMITED

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

## CONPRO LTD

Kijabijjo, Gayaza - Kalaji Road  
P.O Box 22173, Kampala  
+256 772789721 or  
0752470057  
rsereko@gmail.com  
Robert Nsereko

重汽乌干达



## DOUBLE Q CO. LTD

Kasumba Square Busega, Kampala  
0757052515  
qquganda.jack@gmail.com  
Jack Wang



## TILE CENTRE LTD

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



## AFRICA ROAD FURNITURE LTD

Plot 2065, Kasokoso road, Kireka.  
P.O. Box 23545 Kampala  
0704786454 or 0772611816  
Jesse W. Emuge



## RONTECH GROUP LIMITED

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

## 6. ASSOCIATE MEMBERS

### CLASS D-1

International Associate Member



## FREIGHT IN TIME (U) LIMITED

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



## MUA INSURANCE UGANDA LIMITED

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

### CLASS D-2

Local Associate Members



## STATEWIDE INSURANCE CO. LTD

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



## ANGUALIA, BUSIKU & CO. ADVOCATES

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

### CLASS C-2

Annual contracts below 1Bn



## VOLCOM TECHNICAL SERVICES LTD

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



## TRANSTEL LIMITED

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



## SMART COMPLIANCE LIMITED

Ntinda Shopping Centre, Third Floor, Room E13  
P.O Box 1071 Kampala – Uganda. +256788300001  
info@smartcompliancelimited.com. www.smartcompliance-limited.com BBaale Francis

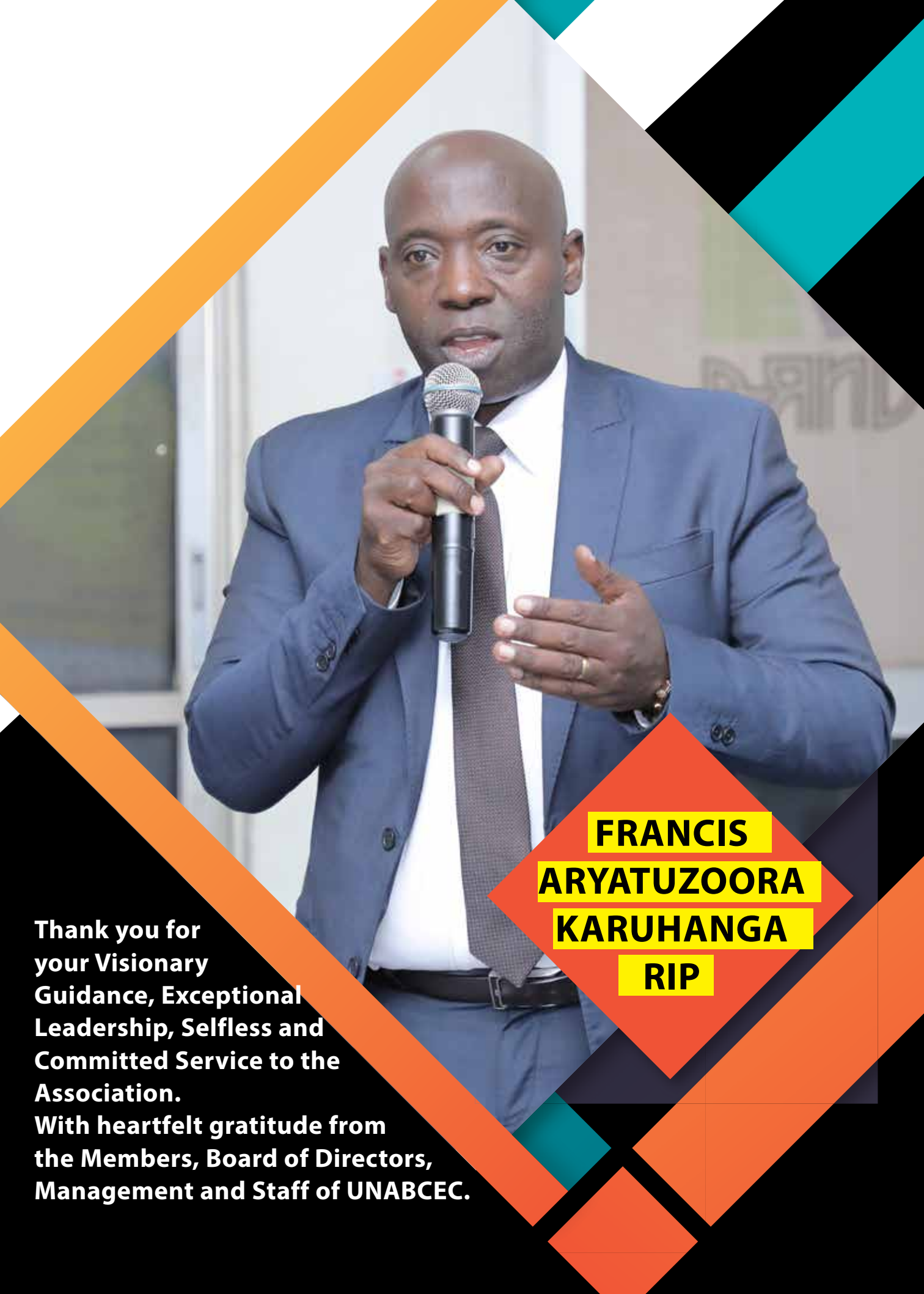
## UGANDA DEVELOPMENT BANK LIMITED

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



## PAX INSURANCE COMPANY LIMITED

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



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**Email:** info@armpass.co.ug  
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