Issue No. 11 I April, 2017

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THE CONTRACTOR UGANDA

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

THEME

"Practical alignment and directives to strengthen local contracting" Ug Govt wakes up after 30 years...

PPDA issues new guidelines aimed at promoting local content

FEATURE

Ugandan Contractors cashing in on the construction boom in Rwanda

MAIN FEATURE

Japanese government support to infrastructure development

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

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From the Editor

Issue 11 is all about empowering the local contractor. To that end we have put in place some measures to help build capacity of local contractors.

The recently concluded high level contractor's conference is a major milestone in our drive to empower the local contractor. UNABCEC signed an MOU that will apportion up to 30% of any contract signed by any Japanese funded project to local companies. Not only will this deal build capacity of local contractors, but also development of skills through placement of interns.

UNABCEC has also signed strategic financing deals with financial institutions. UNABCEC recently signed an MOU with NC bank which allow UNABCEC certified members to access preferential financing packages. These include bank guarantees, bid securities as well as project financing to execute projects of up to 7 billion shillings.

Some other measures in place include strategic partnerships with equipment manufacturer and vendors as we shall elaborate later.

Take Massenza for instance, arguably one of the biggest players in the business, who recently set up shop in the country.

Ammann Products' recent entry into the Ugandan market is testament to the growing interest of top equipment brands in the local market.

In a bid to serve clients better, equipment manufacturers and vendors have renewed their commitment to this market.

These vendors are offering special rates and terms to UNABCEC members and with a presence on the ground, they are in a better position to offer after sales service, warranties and repairs.

On the skills development front, our last training was perhaps the most hands-on-training we have undertaken. Trainees were taken on a field trip to Uganda's first Cable-stayed Bridge under construction across the Nile River in Jinja.

Special thanks to Zenitaka Corporation for giving our trainees a guided tour of their site.

See you in the 12th issue.

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01 Coverstory

TECHNOLOGY

Lenovo Yoga tab 3 pro

Lenovo's Yoga tab 3 pro combines a traditional tablet and projector.

CONTENTS

04 **Foreword from Chairman: Eng. Francis Karuhanga**
THE MANY SIDE OF POLITICS

06 **Update from Secretariat**
New faces, new appointments at UNABCEC

08 **Local Content Policies and Programs: Enablers for Development and Growth in Uganda.**

11 **UNABCEC AGM**
UNABCEC approves 1.6 Bn for financial 2017

14 **Conference**
UNABCEC approves 1.6 Bn for financial 2017

NEWS PG 18 - 23

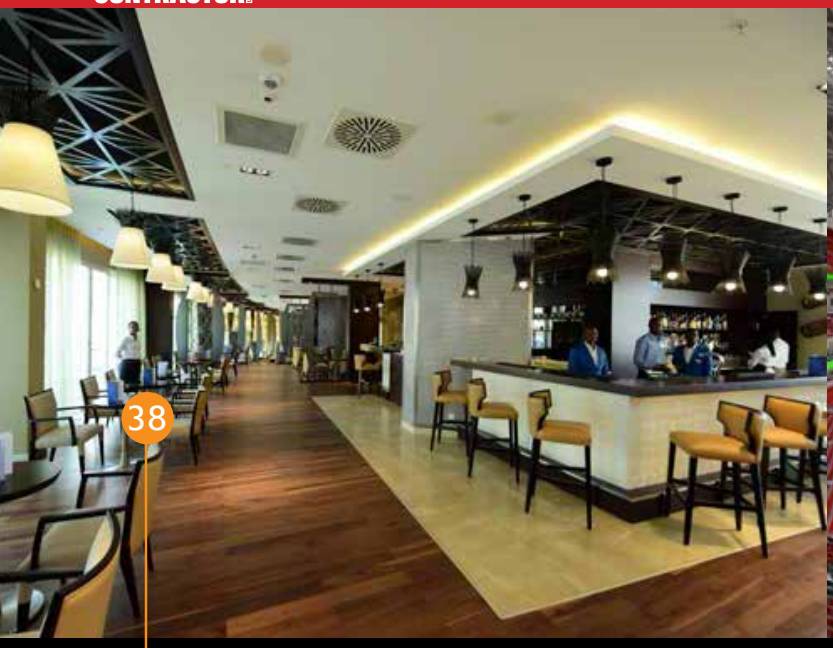
Construction of Flyovers to commence February 2017

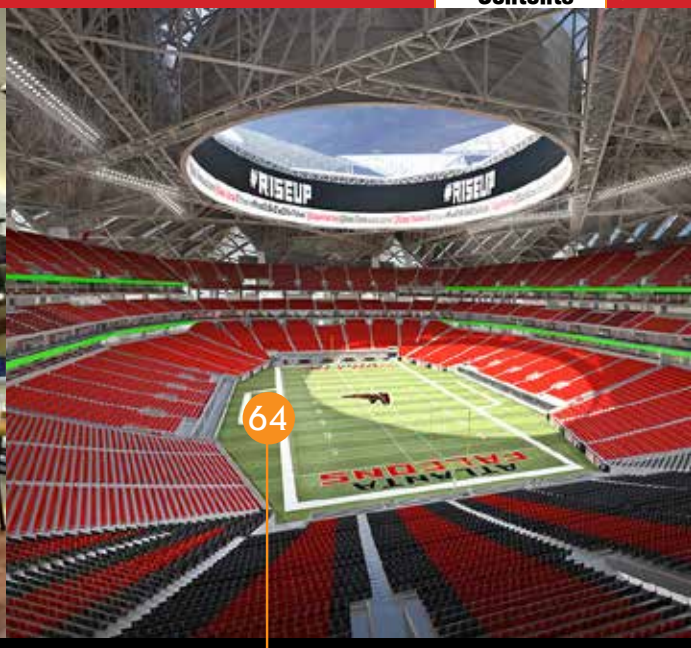
Multi-storey parking garage opens in Kampala

Ammann Products entry into Uganda market to boost UNABCEC capacity to perform

World's Longest Floating Bridge Opens in Washington

Kampala Jinja express way to commence March 2017

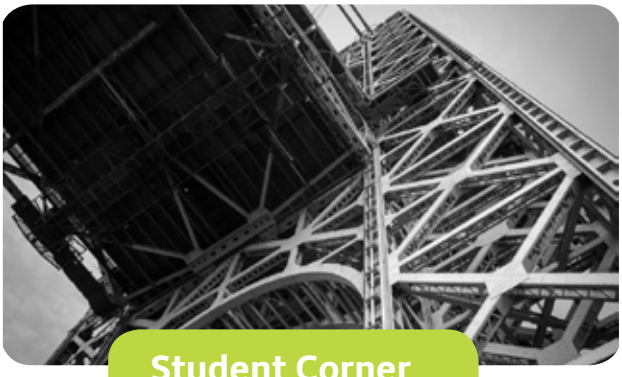




38 Ugandan Contractors are cashing in on the construction boom in RWANDA

44 Building environmentally friendly Homes for a sustainable future

64 The World's 25 Most Impressive MEGA PROJECTS-Pt 2



FEATURES

33 How contractors achieve more at sites through harmonius communication skills

34 PPDA issues new guidelines aimed at promoting local content
Public Procurement And Disposal of Public Assets Guideline

40 Trainees acquire practical construction site management skills

59 Aptech Africa empowers remote communities with clean water and solar power

Student Corner

25 The steel to aluminium drift in Construction

26 Tapping into Solar Energy to power homes, sites etc

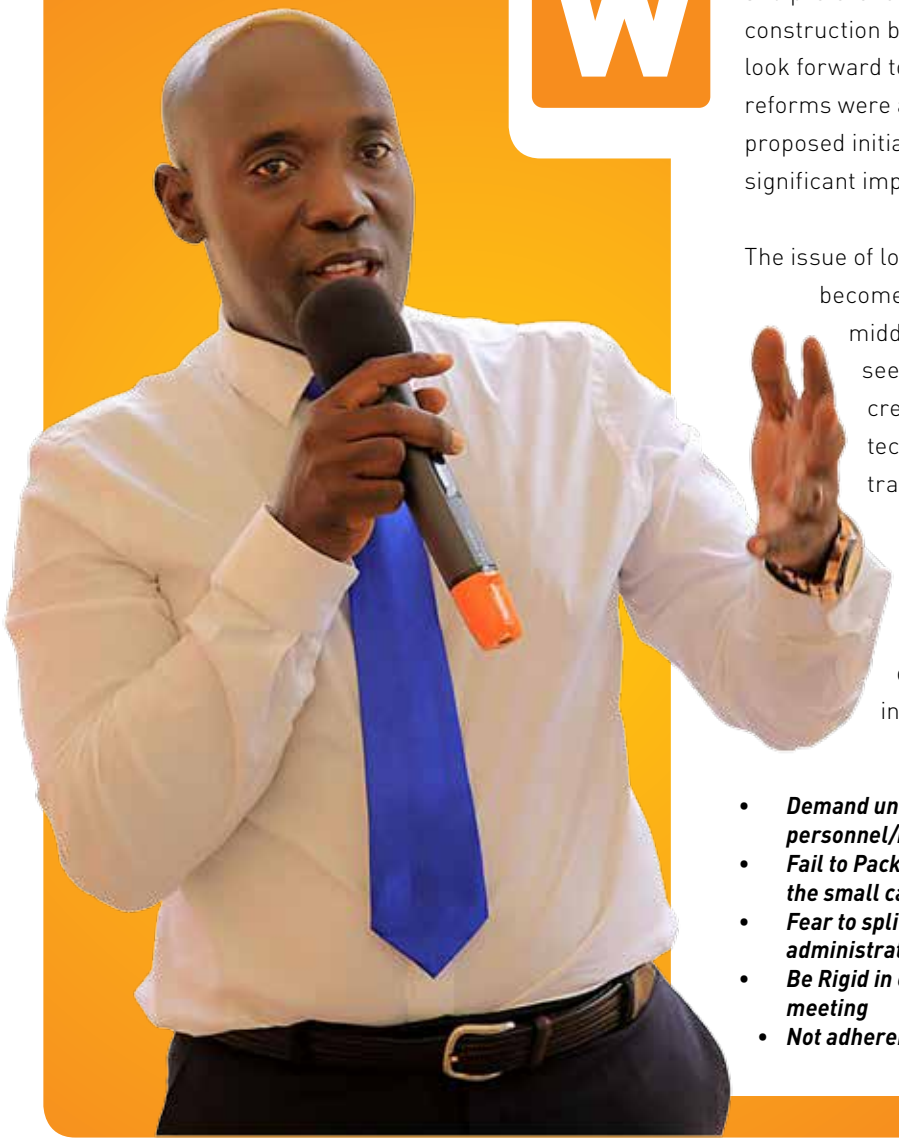
28 Its hightime we laid our beds

29 Practical alignment and directives to strength local Content

Foreword from Chairman: Eng. Francis Karuhanga

What PPDA Guideline 2/2017 On Means to Genuine Contractors

Change is coming, but Contractors should know that moves from the Public Entities may not be immediate.



With the issuing of PPDA Guideline 2/2017 on Reservation and preference Schemes to Promote Local Content, the construction business community can almost certainly look forward to a new era. Although many of our proposed reforms were adapted by PPDA, there are few other proposed initiatives that were left out that could have significant impact to keeping the status quo.

The issue of local content and local participation has become a very crucial issue especially for many middle income and developing countries as they seek to gain maximization of national value creation by way of employment, value-addition, technology transfer and the acquisition and transfer of knowledge.

Status Quo

The reservation and preference schemes have remained unexploited due to lack of dedicated organizations to pursue it. In many instances, the entities will continue to;

- ***Demand unrealistic capacities in terms of equipment; personnel/management capacity; and financial resources;***
- ***Fail to Package their procurement requirements to match with the small capacities of local providers; and***
- ***Fear to split the projects into small packages due to associated administrative cost and lean staffing structures***
- ***Be Rigid in correcting bidding requirements after pre-bid meeting***
- ***Not adherence to procurement schedules/plans***

We must continue to engage government to ensure that Qualifying local providers for any reservation or preference scheme must

- *be a business persons or firms that is registered with the relevant national body or association. i.e individual person with UIPE/USA/ ISU, Consultancy firms with UACE, Contractor with UNABCEC and manufacturer with UMA. This would enhance our internal support and monitoring of members to adhere to code of conduct and address issues of corruption, conflicts of interest and lack of transparency to get expected local content benefits to the economy. Speculators – commonly known as "Brief Case Contractors" should not be allowed to participate in the construction industry*
- *Have at least one director or partner thereof— is the holder of the minimum technical qualifications and skills equivalent to project manager's qualifications required for the works*
- *Demonstrate absorbing and training engineering graduates and craftsmen.*
- *Demonstrate to have the trained and registered/certified graduates and craftsmen to continue.*

We wait for enactment of Uganda construction industry commission bill 2017 which will promote the engagement of local construction industry under a regulated regime in order to promote the local construction industry as a vehicle to attain Uganda Vision 2040 by generating employment, developing skills and a sustainable wealth creation strategy. But the bill may take longer, as cabinet and parliament looks at a slew of issues, and NRM Government establishes her priorities.

Many Sides of Politics

Politics." When defined by dictionaries, it is mostly, it is mostly associated with the governance of a country, especially the debate or conflict among parties or groups having or hoping to achieve power. This could not be better demonstrated than by own the presidential campaigns last year and on the ongoing campaigns in Kenya. It is the 'third rail' of conversation in society. Your parents have always instructed you not to discuss politics or religion at the dinner table – especially at thanksgiving.

Little do we realize how prevalent a role politics plays in our daily lives-totally apart from the "political" realm. It is engrained in our society. It is woven into the fabric of parenting, running a business, managing an association, etc. if you have raised children, you have probably engaged in some type of "politicking" without even realizing it. How many times have you said: "if you do this chore you will get this reward" or "if you eat and finish your food on the plate, I'll give you ice cream. This is politics in its simplest form. You have manipulated through trickery – a form of politicking.

The most common form of politics, and potentially the most toxic in our daily lives, occurs in the workplace – otherwise known as the dreaded "office politics." Simply stated, it is the art of dealing with people that produces outcomes that are beneficial to you as a manager or owner, or bettering yourself as an employee at the expense of others. It can have nasty ramifications, and drive a state through a company if not kept in check. Gossip, cliques, favoritism, backstabbing and even sabotage are the major ingredients in office politics. The best way to combat this problem is to repeatedly preach to your employees that they concentrate on their jobs and their jobs only. More importantly, instill in them the need to "become that employee that they themselves want to work beside." Strike favoritism out of the equation by treating everyone fairly and equally, and promoting mutual respect. This will go a long way in ridding a company of such a cancer.

That advice can apply in the association context as well. **If you participate in business associations. Set aside your differences and work for the common good of your industry;** there will be plenty of time to call the shots back in the office. As Chairman of UNABCEC, I have been fortunate to serve with fellow board members who understand the importance of mutual respect and collaboration in achieving success for the association, and by extension, for our businesses.

Through collaboration, we also experience the positive aspects of politics – as we work with our elected officials and government officials to achieve policy changes to better our industry and improve the business climate in the Uganda for companies and employees alike. We continue to work closely with all authorities and our Uganda government to ensure that we have;

1. *Citizen Entrepreneurial Development program to provide financial and technical support for business development with a view to promote viable and sustainable citizen owned business enterprises,*
2. *Well-defined and coherent training strategy for the development of the engineering and technical human resource for the industry with incentive schemes for contractors to absorb 6200 graduates of construction related courses every year.*

Our positioning is a very important asset, to consolidate in coming years by fostering the working cooperation of all our members to deliver quality acceptable works in all the entities in Uganda. There is no association in Uganda that has implemented a similar strategy over the years and for this reason we trust UNABCEC will lead this industry regionally in coming years. We want to be the BEST Association but need your involvement to make that happen.

Continued on next page

"Coming together is a beginning; keeping together is progress; working together is success." ***Anonymous***

As with office politics, managing the traditional political process is never easy, but whether in the office or the state house, a **reputation for honesty, integrity, fair dealing and respect** will go a long way in achieving good results. In today's competitive world, **contractors must streamline operations and come up with innovative solutions to a variety of construction challenges.** The future of our construction trade will be defined by all members collectively, therefore we **ask all players in the construction industry to be open minded and accept or consider alternative ideas and products that may lead to better quality, safety, service, productivity, profitability and increased market share.**

While there will be many changes as a result of national reservations and mandatory subcontracting as provided in the guideline now, the built environment sector is at the crossroads. As its stakeholders, genuine players in the industry have to consider the future we want to see for the sector. UNABCEC/UACE/UIPE/USA/ISU must play a leading role in transforming the sector and taking it forward, and we are confident that we will all rally around the challenge. The Government should work closely with us and support our members companies, especially our **local and domestic providers,** to raise productivity and enable the sector to grow on a sustained basis in a tighter construction market.

At UNABCEC we are set to Implement monitoring of progress & impact evaluation of this guideline for an objective opinion to assess the scheme's effectiveness, efficiency and impact to enable engagement for possible replication/scale up. There is no doubt that most all the players are looking forward to implementation of this PPDA guideline 2/2017.

New faces, new appointments at UNABCEC

In order to fast track activities at the secretariat, there have been some new appointments. This is new round of appointments has seen some people rise through the ranks while some of the appointees are new at the secretariat. These are the new appointments as of April 2017.

Mariet Ayupo, BSC Accounting, ACCA IV and CPA IV heads the Secretariat. She has been appointed Executive Director, after serving in Acting position for since January 2017. Her strong leadership and organizational skills will catapult the Secretariat service to the Members to another level.

Jetty Nuwagira, CPA has been appointed Finance and Administration Manager. She brings with her vast experience in her field. This will beef up service to members as activities at the Secretariat increase.

Daniel Lokong, Post graduate Dip. Construction and Infrastructure Management of Maharahstra Institute of Technology, BEng. Engineering – Building and Civil Engineering of Kyambogo University. He heads the Program Support Unit, in charge of executing member-benefit focused programs at the Secretariat. He brings with him vast experience from working with Local Government.

Daniel is supported by three youthful, energetic and pragmatic Communication Co-coordinators.

Godfrey Rwakafunjo, BSC. Civil Engineering of Makerere University, Kampala. A creative yet flexible graduate who has had a brush with road works. His sense of humor brightens team work without losing focus.

Muzoora Derrick Turyamuhaki, BSC. Construction Management of Makerere University, Kampala. He also holds a Diploma in Civil Engineering (Sustainable Building Engineering) from Metropolia University of Applied Sciences Helsinki, Finland. His research skills have been put to good use in The Contractor, while the construction site management skills will come in handy with up-coming programs.

Ivan Nyakana, BSC. Construction Management of Makerere University, Kampala; Dip. Civil Engineering (Sustainable Building Engineering) from Metropolia University of Applied Sciences, Finland. Ivan's enthusiasm towards work will be great contribution to UNABCEC.

Lydia Asano, BSc. Economics and Management, Uganda Christian University, Mukono. Lydia is an avid communicator whose net-working and event management skills will make a difference in our trainings and events.

UNABCEC Secretariat 2016

Mariet Ayupo
Executive Director

Mr.Lokong Daniel
Programs Manager

Nuwagira Jetty
Finance and Administration Manager

Flavia Kebirungi
Administrator

Magdalene Abeja
Finance Officer

Asano Lydia
Intern

Derrick Muzoora
Communications Coordinator

Godfrey Rwakafunjo
Communications Coordinator

Nyakana Ivan
Communications Coordinator

Michael Nyenje
Driver

UNABCEC Past Chairmen

Hon. Eng.Dr. Daudi Ssubi Magezi
CHAIRMAN UNABCEC
1993 - 1995

Hon. Eng. Katwiremu Yorokam Bategana
CHAIRMAN UNABCEC
1995 - 1997

Godfrey Zaribwende
CHAIRMAN UNABCEC
1997 - 2005

Dr. Dan Tindiwensi
CHAIRMAN UNABCEC
2005 - 2007

Eng. Birantana Gumisiriza
CHAIRMAN UNABCEC
2007 - 2013

Eng. Jonathan wanzira
CHAIRMAN UNABCEC
2013 - 2015

UNABCEC Board of Directors 2015-2018

Mr. Francis Karuhanga
Chairman

Mr. Andrew Kavuma Vice-
Chairman

Ms. Gladys Nambi Kaweesa
Member

Mr. Francis Okello
Member

Eng. Singh Gurdyal
Member

Eng. Rose Nakafu Kiggundu
Member

Mr. Aaron Ahikiriza
Member

Mr. Robert Wamimbi
Member

David Ogwang
Member

UNABCEC Board of Directors at the 2016 AGM

Local Content Policies and Programs: Enablers for Development and Growth in Uganda.

By Lokong Daniel - UNABCEC Programs Manager

Overview

As our government looks for ways to elevate local capacity and bolster economic development, right-sizing local content policies and programs can incentivize financial investment and technical and technological transfers that will benefit the construction industry in competing to attract the best companies, as well as companies searching for the most attractive markets to maximize efficiencies and manage costs.
We need to advocate and pressure for the use local content (e.g., local workers, local companies, local goods and local services) as large or mega-projects continue to increase in our infrastructure sector such as railways, power and transport. For growing markets, particularly here in Uganda, local content is a catalyst for rapid development.

Striking the balance between short-term job creation and longer term specialization, diversification, and Supply chain development is a challenging issue for governments, companies and communities.
Use of local workers and suppliers can be the most efficient way to execute key aspects of a project, while other jobs may require specialized skills not available among nationals. This reality can become a source of socio-economic and political tension when local supply and project demand are not well understood by all stakeholders. This is compounded when there is a "ramping up" to thousands of skilled workers in a very short period compared to what is realistically accessible within the market, or when companies bring their own labor force into the project and leave behind very little that can be transitioned into meaningful local capacities.

Also, when government requirements for local content are unrealistically high, companies may avoid pursuing a project or investment altogether, or projects can be significantly delayed which can affect not only the quality, cost, and/or duration of such projects, but the longer term development benefits generated by them. Therefore, are all sectors of government the realism of incorporating the local content in the bidding documents for the economic good of Uganda?

The purpose of this local content discussion is to generate the readiness for us to deliver large infrastructure projects and help our government, companies, and communities align local content policies and programs to promote economic development beyond the delivery of projects.

What are the Key Considerations for this local content in Uganda?

We need to act NOW. Because of the increasing technical challenges associated with large- and mega-scale engineering and infrastructure projects, it is highly unlikely that all the required skills will be available domestically. Importing specialists is generally greater in markets with lower skills for specific needs, especially when the demand for the project leads to aggressive schedules and insufficient time to train local workers or suppliers to meet required standards and specifications. There can also be a lack of understanding among local governments and local communities regarding the specialized skills required for large and complex projects. So we can consider the following:-

1. Develop Flexible Policies

As the scale and speed of each infrastructure project can vary, it is important that these policies/ legislations balance near-term capacity building with long-term economic growth. Local content programs should be tailored to specific industries and projects (e.g. one-time construction project versus long-term manufacturing or operating facility), and structured

around positive reinforcement under a partnership approach

2. Establish the Right Targets

Flexible approaches to local capacity building can be challenging given the stakeholder demands to demonstrate rapid progress. Establishing realistic, but meaningful targets around the number of local workers or suppliers to be developed over a number of years is a practical approach. This should include milestones agreed to, recognized and celebrated by the customer or contractors and the relevant authorities such UNRA, etc. Local content targets are key and are constantly shifting as expectations continue to grow and the economics of the projects changes. As case in point here is the current proposal to UNRA by UNABCEC for a 10 year program to target both human resource development and contractor capacity development.

3) Establish Trust and Transparency Early

As we all know, Local staffing over a project lifecycle is likely to change. A particular project phase may require more international staff than previous or later phases and adaptable rules are needed to accommodate such changes. Because projects need this flexibility during changing circumstances, establishing early trust and being transparent between the project and local communities is critical to preventing costly, and sometimes contentious, delays and disruptions to project delivery.

4) Maximize and Optimize Local Content

Where local skills exist introducing expatriate workers can cost more and have less local knowledge.
Beyond variance in pay, the costs of recruiting, transporting, and caring for expatriate workers can add significant costs to the project.
While this has an obvious impact on competitiveness, it also affects the ability to finance a project. Even when such skills do not exist locally, it is desirable to maximize local workers and suppliers, and where appropriate, optimize relevant

We need to act NOW. Because of the increasing technical challenges associated with large- and mega-scale engineering and infrastructure projects, it is highly unlikely that all the required skills will be available domestically.

capabilities to develop their specialization and diversification. This approach brings benefits beyond the immediate financial ones to a project: (i) indigenous knowledge and know-how; (ii)supportive social interactions with communities;(iii) local workforce/suppliers becoming anchors for future business growth in the region, and (iv)"clusters" of service companies serving as a local supply chain for future projects. Corporate social investments can also be used to supplement workforce or supplier development programs. This may include creating a venture fund to catalyze local entrepreneurship, partnering with National Associations of relevant bodies or local NGOs to build technical competencies, or implementing a training program on savings e.g. a SACCO and tax preparation.

5) Create Local Partnership Networks

There are examples of companies establishing schools, training facilities, or capacity building programs to secure a contract, but then fail to deliver on promises or to properly integrate such training into project delivery. Partnership networks between companies, governments, schools/universities, and training institutions, including affected communities; with agreement on gaps, goals and targets is an effective way to manage expectations and plan beyond the project. This includes expanding existing facilities and introducing new materials and experts to support training platforms that can be used across multiple industries or can be modified later for different skills needed within the industry. Moreover, partnership networks can also "crowd-in" external donors, ancillary industries, investors, and NGOs to align their economic development programs around a common local content vision and plan. A case in point is a partnership between UNABCEC and Swiss Contact which is established as a tiered training program focusing on workers with no skills and/or lower Education and formulated goals, targets and assessments to advance them as the project progresses, including the Operational phase where more specialized skills will be required.

6) Start the Transition Early

As a country, we plan for not just the impacts, but the sustainable outcomes generated from the local content legislation. This includes among others;-

- ***Transitioning local workers and suppliers from construction demobilization. What we leave behind is inherently part of how we should do business, which must be captured in our enterprise sustainability policy:***
- ***As international markets compete to attract the best companies, and as companies consider which markets offer the most attractive opportunities, headline policies can count as much as the small print of local content laws.***
- ***Establishing the right policies and programs, that are, flexible and have a long-term view, can increase the interests for local or domestic companies to invest, both financially and in resources, in a bid to leverage these 30% projects as building blocks to economic and social growth.***

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UNABCEC RESOLVES TO EXPAND **FINANCE BASE** FOR FINANCIAL 2017

By Charllote Ninsiima

The Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) 23rd Annual General Meeting held at Bugolobi Silver Springs Hotel on 17th November 2017 evealed a steady progress on budget stance with a 209 percent increase from 2016 to 2017.

A panel of 5 board members namely; Francis Karuhanga, Eraku Michael Lalia, Francis Okello, Singh Gurdyal and Rose Nakafu presided over the meeting.

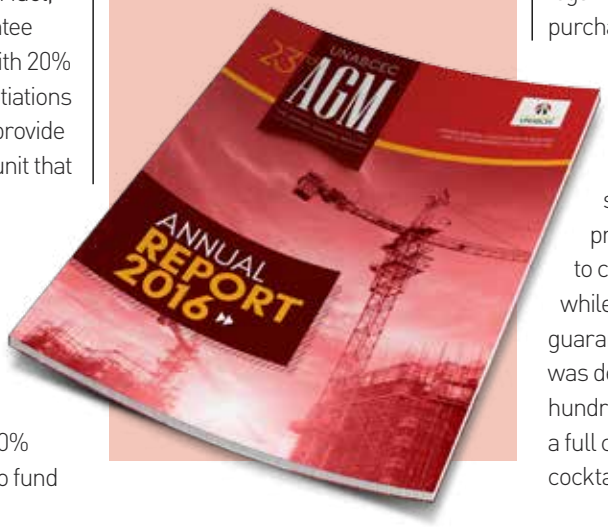
An Adhoc committee was elected to review the classification of UNABCEC members in accordance to their capital base in the construction industry. The committee will be chaired by Eng. Godfrey Zaribwende and will have Michael Ampaire, Agaba Edwin, Rose Nakafu and J.B Singh as members.

Different firms were advised to adhere to annual payment procedure or incur a charge worth 5million shillings for failure to pay in due time and also face deregistration from the association.

Karuhanga said, "As a matter of fact, CBA will issue a proposed guarantee according to the class category with 20% collateral security. Although negotiations are still ongoing with the bank to provide funds to set up a project support unit that can be used in activities. "

During the AGM, members endorsed the proposed 1.6Billion budget for 2017, with more anticipated funding from proposed quarterly network events, membership fees by 34%, trainee fees in by 20% and 80% donations from European Union to fund undergraduates at a subsidized cost in the UNABCEC Training.

Different firms were advised to adhere to annual payment procedure or incur a charge worth 5million shillings for failure to pay in due time and also face deregistration from the association.



While addressing the August House, Emojong Jorum, Auditor at Felbright & Co commended the association for designing the template used for the financial records and the directors' responsibility in book keeping and safeguarding the organization's assets.

A few hurdles here and there will be reinstated with recruitment of new employees to strengthen institutional policies, adoption of a strategic plan to have more sponsors as a way of diversifying the financial base and adjusting regular skills training amongst upcountry institutions.

Uganda National Roads Authority (UNRA) Executive Director, Allen Kagina, the expected guest of the day did not turn up due to unavoidable circumstances. Meeting with her was adjourned to an appropriate time that would be communicated to the members.

The association is working under legal framework to obtain the land purchased in Bulemezi, Luweero that was fraudulently sold to the association at 52 million Shillings.

However firms with subscription arrears in the previous year (2015) were permitted to clear up by 31st of this month while those with arrears in 2016 were guaranteed only 45 days. The meeting was delayed a bit however less than hundred attendees were treated with a full course meal at lunch time and cocktail evening.

UNABCEC AGM 2016 Pictorial

Congratulations UNRA on Inauguration of **Board of Directors**

The Board of Directors and Management team at **UNABCEC congratulate Uganda National Roads Authority** on inagurating their new Board of Directors.

Chairperson
Hon Jachan Omach
Member/ UIPE/ERB
Dr Umaru Bagampadde
Member - MoW&T
Eng Samson Bagonza
Member
Dr Joseph Muvawala
Member - MoFPED
Mr. Laban Mbulamuko
Member - Private SECTOR
Mrs.Petra Sansa
Member - UNRA ED

UNABCEC is proud to be associated with UNRA in a bid to develop and maintain a safe national roads network that fosters the economic development of Uganda.

We are looking forward to continued cooperation with UNRA.

Uganda-Japan Public-Private Conference for High Quality Infrastructure January 9, 2017

Conference

Hon Ruhakana Kiggundu, MoW, Hon Shinsuke Suematsu

Minister of works Hon Eng Azuba Monica Ntege

Achelis Uganda Team

UNRA Executive Director, Allen Kagina

UNABCEC Chairman Francis Karuhanga

Signing MoU with Shimizu Corporation

Signing of MoU with Fujita Corporation

Signng of MoU with Toyoto Tsusho Corporation

High Quality Infrastructure Dialogue Conference Participants

(left) Mr Kapil Kumar (Kampala cement team)

Mr. Paul Cockerill, Terrain Services Ltd

Kazuko Ishigaki MLIT & Alex Turihohabwe (UACE) Francis Karuhanga Mariet Ayupo

Kazuko Ishigaki MLIT
Phillip Monga Mutantika
Tadashi Okada, MLIT

Derrick Muzoora Daniel Lokong Yuki Makita

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NEWS BITES

UNABCEC acquires brand new pickup trucks

In a bid to build capacity of the Project Monitoring Unit, UNABCEC recently acquired two brand new double-cabin pickups. These pick-ups were acquired through an asset acquisition facility from NC Bank.

The pickups will go a long way in supporting and strengthening field activities of the Secretariat.
NC Bank is extending similar asset acquisition facilities to UNABCEC certified members. Please contact the Executive Director for more information regarding these facilities.

Multi-storey parking garage opens in Kampala

Kampala City has a traffic problem. The numbers of cars on Kampala's streets far outweighs the available parking space. KCCA is struggling to find a last solution to this problem. Some of the interventions they initiated such as the Pioneer Bus service and hefty parking fees have yet to bear fruit.

These challenges that have got some innovative developers coming up with new solutions for the traffic problem.

Nestled between National Insurance Building and Uganda Bookshop, on Colville Street is a newly built multi-storey purpose built parking garage. This is perhaps the first of its kind in Uganda. Several building in Kampala, already have multi-level parking spaces mostly below street level. It is a new requirement by the City authorities that any new buildings in the city must have enough parking space.

However, this is the first purpose built multi-level parking space in the city. This parking garage can accommodate several hundreds of cars. This is a step in the right direction. Expect more similar innovations in the near future. The developers declined to give us any more information about the parking garage such the cost of putting up the structure, charges for parking and when they expect to recoup their investment monies.

The City authorities need to put in place some incentives to developers who plan to build such structures.

Ammann Products entry into Uganda market to boost UNABCEC capacity to perform

Patson Baraire

The recent launch of AMMANN construction products on the Ugandan market is a strong indication that the construction sector will become more vibrant than before.

Ammann is a world leading supplier of construction machinery complete with after sale service with known core expertise in road building and transportation infrastructure.

The Ammann group from Switzerland has partnered with Afrimech Uganda Limited which is affiliated to a parent company in Europe to import high quality heavy construction machinery into the East African region with offices in Kampala Uganda.

This partnership will go an extra mile to ensure that Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) access exclusive price rates and other packages to boost their capacity to perform.

During the official launch of Ammann and Afrimech parternship at Silver Springs Hotel in Kampala on Nov 17th, the Minister of Works and Transport Hon Monica Azuba Ntege in a speech read by Ministry Chief Engineer Samson Bagonza said that the partnership will ensure that the construction sector achieve quality work and value for money.

She also observed that it is good since Afrimech which is already known for its experience and expertise will link construction companies to major financial institutions in Uganda so that they can get flexible payment terms for asset financing.

"This will facilitate our local construction companies to acquire equipment on negotiable terms and solve the difficulty in accessing construction equipment, "She said.

Minister Azuba appealed to the local and international construction in Uganda to approach Ammann and Afrimech to get appropriate machinery relevant to their specific needs on the Ugandan market.

She said that a well developed transport infrastructure is very crucial in the economic development of the country and since Uganda is a landlocked country and depends heavily on road transport, the improved infrastructure will ensure continued and steady economic development.

Speaking at the same function, the Netherlands Ambassador to Uganda said that was excited for Ammann and Afrimech partnership and their penetration of the East African regional market and Uganda in particular.

The Ammann Representative in East Africa Mr Sacha xxxxx said said that all their machines that include Single drum rollers, graders, walk behind rollers, and rammers which were displayed during the launch at Silver Springs Hotel all have pre delivery inspection report which ensures value for money.

"We have a full range of mixing Plant machines and after sales service to the construction and transport infrastructure, " He said.

UNABCEC Chairman Eng Francis Karuhanga welcomed the coming of Ammann in Uganda and said that their presence will help the contractors make a break through in asset financing.

Karuhanga observed that although Ugandan construction companies have the capacity to perform quality work they were hampered by inability to access machinery because it is very expensive.

Eng Karuhanga said that the partnership between Aftimech and Ammann was timely since the construction industry was on the rise in Uganda.

Afrimech which has partnered with Ammann had been in Uganda for the last 5 years and it is totally committed to importation of used heavy construction machinery in the East African region.

Their products include excavators, compactors, bulldozers, motor graders, and backhoes among many others.

Their core strength is based on the

NEWS BITES

World's Longest Floating Bridge Opens in Washington

Part modern marvel and part practical mobility solution, the new State Route 520 floating bridge enables multiple modes of land-based transportation to simultaneously cross the state's second-largest natural lake. On April 2 and 3, HDR helped the Washington State Department of Transportation unveil the new bridge, giving the community a firsthand look at this innovative project and the technology that made it all possible.

"This incredible feat was made possible by our strong partnership with WSDOT," HDR Project Manager Larry Kyle said. "The technical innovation is extraordinary but equally impressive is the community-building power of the bridge, and the way communities came together to create something useful and uniquely aesthetic. It's been a privilege to be a part of this project and I'm excited about what lies ahead. The grand opening was the culmination of a remarkable collaborative effort."

The bridge's grand opening attractions included interactive exhibits, a 10K fun run, in which about 13,000 runners participated; and a 20-mile bicycle ride, sponsored by the Cascade Bicycle Club, in which about 6,000 cyclists participated. There were expert Lego-builder demonstrations, local food trucks and much more. Fifty organizations donated time, staffing and funds to make the weekend fun, and educational, for the entire family. About 30,000 people were estimated in attendance, not including the runners and cyclists.

With depths as great as 214 feet, Lake Washington can not be traversed using traditional bridge design, creating the need for innovative design. In 2006, WSDOT selected HDR to serve as general

engineering consultant (GEC) on this multi-phase project because of HDR's comprehensive infrastructure experience and reputation for innovative solutions. HDR and WSDOT staff co-located to a central project office, and from this location, led efforts related to all aspects of design and construction collaborating with120 sub-consultants.

The project included replacing the existing, 52-year-old floating bridge and re-constructing the rest of the SR 520 corridor, from Interstate 5 on the west side of the lake to Interstate 405 on the east side. Requirements for the new bridge included greater capacity and more multimodal options.

The result is a bridge that, at 7,708 feet (about 1.5 miles), has earned a place in the Guinness World Records as the longest floating bridge in the world. It is 130 feet longer, has a bridge deck 56 feet wider and uses 44 more pontoons than its predecessor.

The new bridge accommodates a 14-foot-wide, shared-use pathway for cyclists and pedestrians. It provides six travel lanes for vehicular traffic, including a dedicated transit and high-occupancy vehicle lane in each direction. The pathway features five belvederes, or overlooks, that give cyclists and pedestrians a place to rest and enjoy the scenic north side of glacier-carved Lake Washington.

The GEC team led by HDR comprises a wide range of consulting firms, including numerous small businesses, among them, businesses certified as Disadvantaged Business Enterprises, Minority Business Enterprises and Women Business Enterprises. For additional information and to check out all of the grand-opening events, visit the Washington State Department of Transportation's website or www.520golong.com.

About HDR's bridge experience

We have a passion for all types of bridges, and offer every bridge-related service you can think of and a few you might not. We work on some of the largest and most complex bridge programs in the United States, including leading the Hoover Dam Bypass design team, winner of the prestigious 2012 ACEC Grand Conceptor Award; serving as lead designer for both the New NY Bridge replacing the Tappan Zee and the Pennsylvania Rapid Bridge Replacement Program public-private partnership; and co-managing the Oregon Transportation Investment Act III Bridge Delivery Program.

About HDR

HDR has partnered with clients to shape communities and push the boundaries of what's possible since 1917. We specialize in engineering, architecture, environmental and construction services. With nearly 10,000 employees in more than 225 locations around the world, we think global and act local.

Oil Pipeline construction to commence in **March 2017**

The Uganda–Tanzania Crude Oil Pipeline (UTCOP) is a proposed pipeline to transport crude oil from Uganda's oil fields to Tanga, Tanzania, a port on the Indian Ocean.

The oil pipeline would start in Buseruka sub-county, Hoima District, in Uganda's Western Region. It would travel in a general southeasterly direction to pass through Masaka in Uganda, Bukoba in Tanzania, loop around the southern shores of Lake Victoria, continue through Shinyanga and Siginda, to end in Tanga, a distance of approximately 1,410 kilometres (880 miles).

Uganda has proven oil reserves in excess of 6.5 billion barrels, of which about 2.2 billion barrels are recoverable.[6] The country plans to build a refinery in the Western Region to process what is needed locally and regionally, with the rest exported via pipeline to the Indian Ocean coast.

Uganda previously agreed to build a joint Uganda–Kenya Crude Oil Pipeline to the Kenyan port of Lamu. Concerns regarding security and cost, however, motivated parallel negotiations with Tanzania regarding a shorter and safer route to Port Tanga, with the support of the French petroleum conglomerate Total SA.

At the 13th Northern Corridor Heads of State Summit in Kampala in April 2016, Uganda officially announced its choice for the Tanzania route for its crude oil, in preference to the Mombasa or Lamu routes in Kenya. At that summit, the presidents of both Kenya and Rwanda were present, along with representatives from Ethiopia, South Sudan, and Tanzania. At the same summit, President Uhuru Kenyatta announced that Kenya would build the Kenya Crude Oil Pipeline on its own, thereby abandoning the Uganda–Kenya Crude Oil Pipeline.\

Cost, funding, and timetable

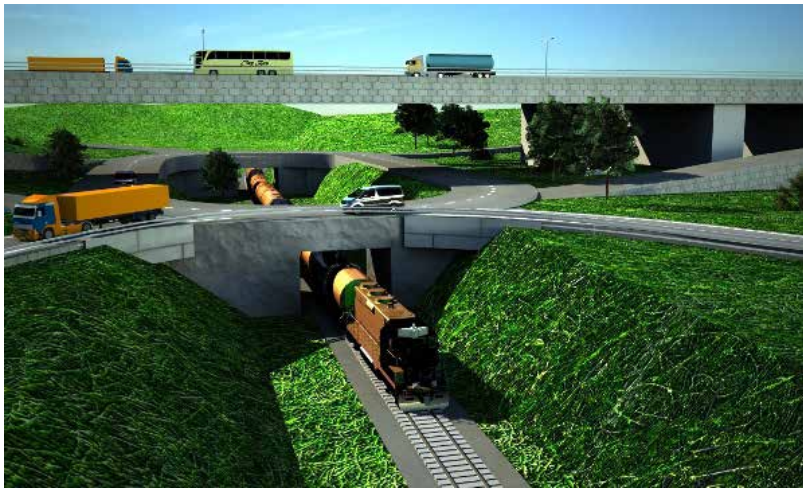
It is expected that construction will start in August 2016 and last three years at a budgeted cost of US$4 billion, offering approximately 15,000 construction jobs and between 1,000 and 2,000 permanent jobs. In March 2016, the Daily Monitor newspaper reported that Total E&P is prepared to spend US$4 billion (UGX:13 trillion) to fund construction of this pipeline. Following closed door meetings between delegations led by the oil ministers of both Tanzania and Uganda, held in Hoima in July 2016, it was announced that construction of the 1,443 kilometres (897 mi) pipeline would begin in January 2017 and last 36 months. Completion of the pipeline is planned for 2020.

Oil refinery

An oil refinery is also planned to be constructed in western Uganda to process the oil for exports within the East African Community. The $2.5 billion project is to be developed under a public-private partnership, with 60 percent of the project owned by the private developer. The remaining 40 percent would be distributed among east African countries. On 30 April 2016, Tanzania agreed to buy 8 percent of the shares in the refinery for

NEWS BITES

Kampala Jinja express way to commence March 2017



The long awaited Kampala–Jinja Expressway, is set to commence in March with procuring a suitable contractor. According to UNRA Executive Director UNRA, Ms Allen Kagina, "Detailed designs for the project have been completed, and procurement for a contractor will start in March,"

The four-lane, dual carriageway will start at Nakawa, a neighborhood in Nakawa Division in the eastern part of Kampala, go through Namanve and Mukono in Mukono District, and end at the New Jinja Bridge in Njeru. The expressway is set to relieve the current congestion on the existing Kampala Jinja highway and to cater for future growth.

The 76.8KM expressway will be a toll-road, with vehicles that use it needing fittings with electronic billing devices. The construction contract will be awarded once the core investor in the toll road is identified and approved.

According to UNRA (Uganda National Roads Authority), the total estimated construction costs for the Project are $1,100m which is broken down as follows:

The Kampala Jinja Expressway will be a limited access tolled expressway. In addition to designing, installing and maintaining the toll collection infrastructure, the Project Company will provide a range of toll operator services.

The Project will comprise a 77km mainline (the "Kampala Jinja Mainline") and an 18km bypass to the south of Kampala city (the "Kampala Southern Bypass"). The Project will be carried out in 2 phases:

Phase 1: 33km of the Kampala Jinja Mainline commencing at Kampala and terminating at Namataba ("Section 1") and the Kampala Southern Bypass ("Section 2") and Section 1 and Section 2 together being "Phase 1"; and Phase 2: 43.7km of the Kampala Jinja Mainline commencing at Namataba and terminating at Jinja.

Section	Construction Duration	By Length	By Cost (%)
Section 1	3 Years	33km - From Kampala to Namataba	42%
Section 2	2 Years	43km - From Namataba to Jinja	31%
Section 3	2 Years	18km – Kampala Southern Bypass	27%

Kampala-Mpigi Expressway project to kick off in 2018

The African Development Bank has signed a loan agreements to finance the 4 lane Busega-Mpigi express highway project linking Uganda and Rwanda. The signing ceremony was held late December 2016, at the Ministry of Finance and attended by Monica Azuba Ntege, Minister of Works and Transport, officials from the Ministries of Finance and Works and the Uganda National Roads Authority.

Hon. Matia Kasaija signed on behalf of the Ugandan government, while Mr.Gabriel Negatu, East Africa regional director at ADB signed on behalf of African Development Bank. Speaking at the ceremony, Finance Minister Hon. Matia Kasaija pointed out that the Busega-Mpigi express highway project will cost US $192 million, with Bank financing of US $151 million.

80% of the US $151 million (UGX690b) budget will be covered by the African Development Bank loan, while the government of Uganda will finance 20 percent of the total project costs amounting to US$ 41 million for land acquisition and resettlement of affected persons.

The loans will help finance the construction of a 23.7-kilometre four-lane express highway on a new alignment with four grade-separated interchanges.

Supervision work will be undertaken by Uganda National Roads authority (UNRA).

In addition to the civil works, the project has components for capacity building for Ministry of Works and Transport, training and capacity building for cross-border women traders at Mirama Hills and vendors (mainly

THE STEEL TO ALUMINIUM DRIFT IN CONSTRUCTION

Student corner

With the fast growing construction industry in the nation , there has been a shift in the usage ofsteel to Aluminumas the industry grows bigger and technology shoots high.

Massive use of steel in large construction projects, can be traced back in the 1870s by the king of steel, Andrew canagy ,at the construction of the bridge that crosses the Mississippi river ,USA. Since then steel has been the back bone metal of construction in complex structures around the world.

Back in the day, the key property of any construction material was strength. As time has shifted , the desire for beauty and neatness has striked in the construction industry, due to a high competitiveness in the industry ,and this could not be achieved best with total dependence on steel hence the use of Aluminum has creeped in. Aluminum is not a new material on stage , but its use was just limited to domestic appliances ,and a few industrial components and this was majorly because of high costs of production of the metal and limited technology

Another big challenge with aluminiumis its cost ,and really, only the city tycoons can afford to have their buildings covered with the beauty of aluminium , hence a limit in the use of the material.

At the dawn of the 19th century, the use of aluminum in construction has shoot high and it has changed the face of cities and homes and this is majorly because of the following desired properties ; smooth finishing. Aluminum is a soft metal as compared to steel and a better fine surface can be obtained which gives it a beautiful appearance .

Less density.Aluminium has a less density as compared to steel and this makes it to have a less weight in comparison to steel hense it imposes less weight onto the structure

Ability to withstand corrosion. Aluminium has the ability to form a thick oxide that further protects it from reaction with the atmosphere hence it withstands corrosion unlike steel which corrodes when exposes to a the atmosphere.

Easy fabrication. Aluminium is generally softer and weaker than steel hence it doesn't recquiresophiscated process for fabrication like welding hence saving time and energy. Simple processes like screwing and fitting can be used to fabricate the material .The metal is usually imported in form of pre-manufactured and designed section bars , and over 1000 section profiles exist for different uses .Its use today is majorly in the manufacture of doors , windows, office partitioning, flash and structural glazing etc .

Of Corse we can't conclude that steel is dying away, its use is still prominent as it has batter strength than aluminum. The use of aluminum is still limited to components that are less exposed to strong forces and hence steel is still much more needed. Even in components where aluminum has been used take an example of a bank front sliding door, steel is used as reinforcement behind the aluminum

Another big challenge with aluminiumis its cost ,and really , only the city tycoons can afford to have their buildings covered with the beauty of aluminium , hence a limit in the use of the material.

Student corner

Tapping into Solar Energy to power homes, sites etc

By Innocent Byaruhanga,
Kyambogo University engineering student

Case study: Using solar energy to power security systems

One of the luxuries of urban life is access urban is access to electricity from the national grid; this though comes at a cost which with the passing of time can be cumulatively big. Other hand, living in the country or off grid does not have to be gloomy, boring and dark. With Engineering coupled with creativity and appropriate technology people living off grid can enjoy the common benefits that nature presents, such as sunlight or solar energy.

The majority of the energy used on the planet by both plants and animals comes from the sun, and that energy is too much. The solar insolation of Uganda is about 5.5KW per day, which means that one square meter space in Uganda receives an average of 5.5KW(this energy is enough for a small household in Uganda) of solar energy every day, this energy be directly used for cooking, crop drying space heating cooling or be converted to electricity.

With such an immense amount of free energy available throughout the year, why would anyone be in darkness? Power Engineering and Engineering Design seek to answer questions of this sort.

Let us consider how to take advantage of the abundant solar energy to design a solar security light system that can be used by a home, school, hospital, church or a small town.

To design a solar system, you begin by determining the energy need, and then you determine the capacity and number of solar panels. Next you determine the number and capacity of batteries and the charge controller. If you intend to use alternating current devices, you will need to determine the size of inverter as well. For maximum power generation, you need a solar tracking a device that aids the solar panel to change is inclination and rotate following the direction of the sun. To cut out human negligence to switch off the security light in the morning and on in the evening, you also need a light sensitive switch.

A 40 W, 12V DC security light having 80 0.5watt LEDs has an output of over 4000 lumens and a lamp life of over 50,000 hours and a lighting zone of about 25x10m given a pole height of 8m, this is superior performance to standard street lights which use about 100-150w and deliver about 2000 lumen brightness and a lamp life of 1500. Let us consider designing a system that powers such a lamp.

Determining the capacity and number of panels

A 40w lamp lighting 12 hours daily consumes 40x12=480watt hours. The tracking system will be driven by a 3 watt motor and the motor will run 24 hour a day; motor power consumption is 24x3=72wh. The total Energy requirement is 480 + 72=552Wh. If the system has efficiency of 0.8 the daily the solar panel will need to geminate Epv = 552/0.8 = 690wh = 0.69Kwh

To get the Solar panel capacity Cpv, you divide the daily generation Epv by the Solar insolation Ai, Ai is about 5.5Kw, however when you use a tracking system the energy generated is increased by 30 to 40% but we will consider 30%. Effective insolation will then be 5.5x1.3 = 7.15

Cpv = Epv/Ai = 0.69/7.15=0.096=0.1Kw = 100w

The system will need one 100W solar panel

Determining the battery capacity and number of batteries

The battery capacity (Cbat) is determined

by the energy generated by the solar panel(Epv), Days of Autonomy(S), Depth of discharge(DoD) and the System Voltage(Vsys). Depth of discharge refers to the safe minimum level of charge the battery is supposed to have, this is usually 0.75. The days of autonomy refer to the number of days the battery is expected to deliver enough charge to the system in case of bad weather. The System voltage is the voltage of the battery. We shall consider 3 days of autonomy.

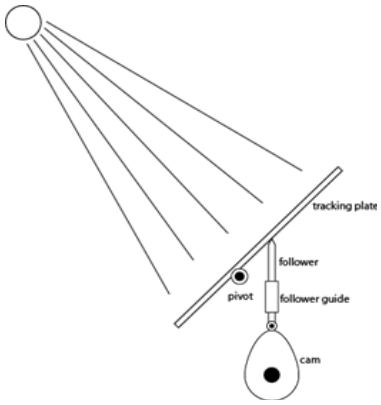
Cbat = Epv x S/(DoDxVsys) = 552x3/(0.75x12)=207Ah. If the batteries are 100Ah, the number of required batteries is 207/100=2batteries.

Charge controller current is determined by Cc = TL x1.25/Vsys = 43x1.25/12 = 4.47 TL is total load. The system needs a charge controller of 5Amperes

Solar tracking

The panel has to rotate following the angle of the sun from morning to evening and the rotate back over the night to its original position to meet the sun in the morning. The solar panel is attached to a plate that is free to rotate. The plate has pivot positioned off the center of gravity, which means that the plate can rotate clockwise freely under the force of the weight of the solar panel.

The mechanism has a cam which is designed to determine the angle of rotation of the plate. The Cam has follower which moves up and down as the cam rotates. As the follower moves up and down it changes the angle of rotation of plate.



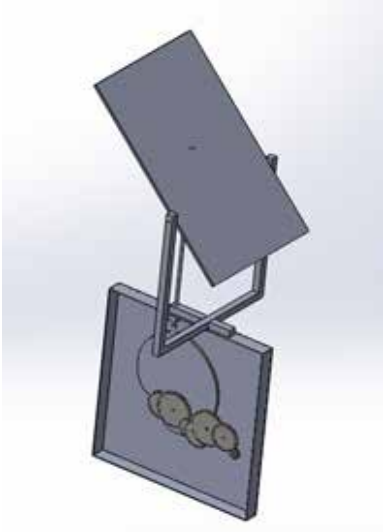
Thus the plate can follow the angle of the sun morning to evening.

The cam makes one complete revolution per day. This is motion is determined by a dc motor and the gear train. The chosen motor has loaded speed of 0.6 revolution per minute.

0.6RPM = 0.6 x 60 x 24 RPD = 864 RPD. This is the speed of the motor. A gear train is used to reduce this speed to 1RPD. A gear train used for this reduction has 12 gears.

Light sensitive switching

The switching circuit has a photo cell connected in parallel with a transistor. The photo cell is a variable resistor whose resistance is determined by the amount light it's exposed to. The current through the transistor powers the lamp and is determined by the resistance of the photo cell. During the day, the resistance of the photo cell is too low, so a lot current passes through the



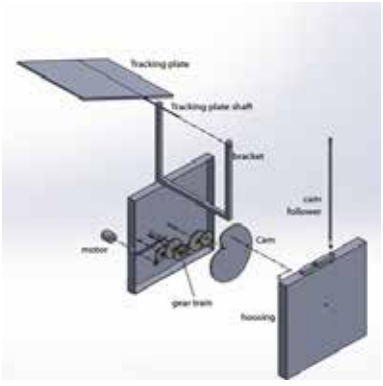


photo cell and little current passes through the transistor to the lamp. The current is therefore too little to light the lamp, so the lamp keeps off. During the night, the resistance of the photo cell is too high, little current passes through the photo cell and since current takes the pass of least resistance, a lot current passes through the transistor to the lamp, so the lamp lights.

This sytem can generate enough for a standard street light and you do not have to worry if it does not shine for two days, the battery bank will have enough energy to last up to three days. The system will switch itself on in the evening and off in the evening.

ITS HIGHTIME WE LAID OUR **BEDS**

It's to no longer news that the quintessential university graduate in Uganda is jobless. "Eighty percent of our youth are unemployed", a rather terrifying yet amazingly true fact that haunts the thoughts of the ambitious folks who burn the midnight oil, flipping pages in pursuit of a career.

Years of hard work have often gone to waste when the Ugandan graduate finally gives up on the pursuit of a job, after being on the receiving end of innumerable rejections from countless companies. It is then that reality rubs the fact on our faces, that status is all that a university degree can get you. But is the situation that bad?

True, the jobs may not be enough for every tired soul roaming the streets of Kampala, but surely the government is always cooking up some projects. Infrastructural development has found its way in places like Bwaise, but the sad fact is that foreigners, Chinese in particular are having the lion's share of these projects. Local based companies have been made underdogs in the acquisition of such projects, leaving foreigners to run these projects and go back home with well-fed wallets, ready to develop their countries. Why do we still let the white man lay our beds?

Surprisingly enough, the public procurement and disposal of public assets authority drew up guidelines to promote local content, guidelines that entities like KCCA were meant to follow but it seems all was done in vain. Supporting local companies and firms over foreign companies can be of great help to Uganda; Firstly, local companies shall have a good reason to employ a chunk of the jobless crowd, as the jobs shall be available. This has worked for countries like China where construction enterprises employed over 45 million people in 2014.

Availing local based companies with reservations for projects enhances innovation among individuals partaking in such projects. It can prompt the development of new ideas being crafted by Ugandans that can later be applied. The plague of unemployment has had its toll on Uganda. A number of brilliant minds have been ignored.

This particular gospel am preaching shall help give Uganda an identity to pride herself on. Of all the things that make cities like London, Paris, Rome a joy to tour, nothing surpasses the uniqueness and the touch of beauty that is portrayed in their ancient architecture. This cities set up such masterpieces by employing their very own who could comprehend the language their architecture. We could pick a leaf.

Whenever foreigners take up our projects, they take back the fruits of their works back home, where they set up investments and develop their motherlands. As we keep on letting them do our jobs, we obliviously help build their nations and neglect ours. When local content is strengthened, Ugandans shall be the ones to reap from projects and the investments that shall germinate, shall do so from Ugandan soil.

I therefore call upon state entities that have gone into the habit of letting the white man darken our doorstep. We possess the skills to build our nation as well as the right. Local companies should be made priority when giving out projects. It's high time we laid our beds.

Sebunya Nicholas James
Second year Civil Engineering student, Makerere University

Student corner

PRACTICAL ALIGNMENT AND DIRECTIVES TO STRENGTH LOCAL CONTENT

The need to foster and drive for the use of local material, labor and equipment in Uganda's construction industry is highly required. Uganda is a developing country and what identifies, puts on metrics the ratings attributed to "a developing country" is the need for infrastructure in terms of construction and these include roads, industries housing units, commercial and individual units plus the technology to establish them.

Boosting and pushing for these effects basically starts from schools by nurturing students to follow a certain path that consists of practical innovations and research. The Construction industry being one of the expensive sectors in Uganda, the need to put into use locally made materials and locally developed technology with local contractors can intensely without any reasonable doubt bring back the income to its people hence the regain in economic muscle.

On a sad note, Uganda has been tied to External labor, equipment and material as far as the construction industry is concerned. This is in form of contracts awarded to certain foreign companies to undertake several projects; however this has been the grass root to corruption.

A lot of innovations have been made by Ugandans themselves but no one has tried to value the impact they would cause on the construction industry. For example, Recently Makerere University Students researched how one can use bi-products (waste products) of steel industries as gravel on paved roads. This was to substitute the immense costs put on attaining stones from quarries, minings etc for construction. For starters, the waste products of steel industries are strong stone like in shape but with extremely high hardness and toughness that can be used in road construction. Most Ugandans beseech for contracts but they will never be awarded to them because they attach them to untrustworthy and corrupt hearts. This is underestimation of practical education in Uganda

In addition, Makerere University students innovated an automatic wheel using locally available materials to limit the drastic use of energy on sites and to maximize production. In terms of capital development and knowledge transfer, this was one of the projects the Ministry of Works and transport would have ventured into. This Automatic wheel barrow was to execute activities ten times a normal person could do thus neglecting the normal energy consuming wheel barrows and some tractors, largely putting in use the locally made equipment.

Uganda Government is paying little attention on homemade innovations thinking they are of a low quality; not even these academic institutions have tried to give these innovators a thrust to achieve greatness. People do them for the matter of showcasing and the whole process ends there. We need to challenge the perception that locally made things are not perfect

We are not executing the directives generated in the PPDA Act 2003 that "for the need to support locally manufactured products; knowledge transfer; and human capital development, the Authority issues following guidelines on reservation schemes to enhance local content in public procurement" must be anticipated

Like our neighboring countries, we should push for home generated ideas and entrust our contractors to take over construction works i.e. awarding projects to Ugandans and putting in use the available materials

Local content matters to principals - not only for compliance, but because it is in a principal's long-term interests. In a developing country like Uganda In any local content contributes to a project's Social License-to-Operate (SLO) and this is done by engaging the local community to take up the interest.

By Nuwagaba Bruce
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Main Feature:

Japanese Government Support to Infrastructure Development

Uganda's National Development Plan (NDP) puts emphasis on sustainable economic growth while aiming at poverty reduction. Land transport (roads) is the main mode of transport in Uganda, and occupies more than 92% of cargo and passenger traffic.

As road transport is an important lifeline particularly in a country where the railway network has collapsed, the development of a national road network is critical. Nevertheless, the poor maintenance of trunk roads and community roads is hindering people's mobility, along with traffic congestion in the capital city of Kampala. Electricity serves as the vital engine for accelerating economic growth. Its peak demand in the country presently stands at about 500MW, which is estimated to be doubled in coming 10 years. However, the country's power generation, transmission, and distribution capacity fails to meet the growing demand, which poses serious constraints on Uganda's economic activities.

Transport

New Bridge across River Nile at Jinja

In November 2010, JICA signed a loan agreement with the Government of Uganda for up to JPY 9.198billion (aprox. US$100 million) for this project. A new cable-stay bridge along with access roads is being built across the Nile River and this is expected to encourage economic activities not only in Uganda but also in neighboring countries, promoting regional integration.

The New Jinja Bridge, also referred to as the Second Nile Bridge or the New Nile Bridge, is a bridge under construction in Uganda. It will complement the Nalubaale Bridge, which was built in 1954.

The total cost of the New Jinja Bridge is budgeted at US$125 million. The government of Japan financed 80 percent of the cost, in the form of a soft loan of US$100 million at an annual interest rate of 0.01 percent, repayable in ten years

but extendable to forty years. The government of Uganda funded the remaining US$25 million (20 percent), out of its own coffers.
In November 2013, the Uganda National Roads Authority awarded the construction contract to the Zenitaka Corporation of Japan. Construction is expected to last four years. On 28 January 2014, the construction was launched by the President of Uganda.
Kampala Flyover Construction and Road Upgrading Project
In October 2012, at the request of the Government of Uganda, JICA committed to conducting a Feasibility Study including Preliminary Design of the Project that commenced in March 2013. The study focuses on the construction of flyovers at Kitgum House and Clock Tower junctions as well as widening of Mukwano Road and traffic safety improvements at Shoprite and Clock Tower areas as necessary projects for improvement of transportation in Greater Kampala Metropolitan Area.

The proposed flyovers, at busy intersections including Kitgum House along Jinja road, Garden City and Clock Tower will help decongest the City.

The designs of the flyovers have been done with the support from JICA and funds for the project are already available.

Upgrading of Atiak-Nimule Road
In March 2010, JICA signed a loan agreement with the Government of Uganda for up to JPY 3.395billion (approx.US$40.9 million) for this project. Through the project, transport capacity of the area will be dramatically strengthened by improving the road condition up to the border with South Sudan. It will also contribute to promoting economic activities between Uganda and South Sudan.

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Electric Power

Bujagali Interconnection Project
This Loan project which started in 2008 establishes high voltage transmission facilities including required substations necessary for the evacuation of power from the recently constructed Bujagali Hydro Power Station to the national power grid. The project provides the necessary infrastructure for supply of reliable electric power that will facilitate social and economic development of the country. Major construction works were completed in March 2012.

Interconnection of Electric Grids of Nile Equatorial Lake Countries (NELSAP)
In March 2010, JICA signed a loan agreement for up to JPY 5.406billion (approx. US$55million) to finance the interconnection of power grids between Uganda-Kenya (220KV, 127km) and Uganda-Rwanda (220KV, 66km), including upgrading of sub-stations along them, which is a part of NELSAP (Nile Equatorial Lakes Subsidiary Action Program) that promotes regional power trade among Nile Equatorial Lakes Countries.

Improvement of Queensway Substation
JICA signed a grant agreement to provide grant aid of up to JPY2,519 million (approx. US$25million) for assistance for the Project for Improvement of Queensway Substation in November 2014. This project will install 132/33 kilovolt transformer equipment and gas-insulated switchgears to effectively use land for a smaller footprint at the Queensway substation constructed in the capital of Kampala in 1991 and 1992 with grant aid from the Government of Japan. This project will improve the power supply to the city core, stimulate urban economic activities and improve residents' living standards.

Rural Electrification Projects
JICA has implemented a Grant Aid project that is now in its 3rd phase. The project aims at extending the distribution system for reliable and stable supply of electricity to the rural communities within the project sites. The project involves the supply and installation of 33KV distribution lines and distribution transformers (33kV/415-230V). Total length of distribution lines until the 3rd phase is more than 500km.

How contractors achieve more at sites through harmonius communication skills

To successfully navigate conflict on the jobsite, general contractors and project managers must be able to confront team members and stakeholders in a positive, productive manner. Whatever the situation-whether two people are actively quarreling or one person's behavior is impacting the entire project-an owner or manager must be able to step in and take charge, and do so in a way that does not contribute to the drama (Tomas Garza).

How do you constructively confront team members? How do you get your point across and preserve team chemistry, all the while working to get the job done as quickly and effectively as possible?

For a general contractor, these conversations can be crucial. Ongoing conflict and drama can have a ripple effect on the entire team, and the last thing any project needs is a dip in morale. Assuming this is not a situation that calls for dismissing someone from the project, a general contractor can take several steps to help resolve the problem and preserve group harmony. When having these conversations, keep the following tips in mind.

1. Use non-accusatory language

For many of us, it is tempting to place blame and pin an entire problem directly on others. After all, aren't they the ones causing the disturbance in the first place? A constructive solution-despite first impressions-involves shelving the initial urge to blame and taking a step back.
How you phrase your discourse makes all the difference. You can make the conversation productive by focusing the language on you.
For example, you can say, "I notice you showed up late the last 2 days," or, "The other day, I overheard your comments about the architect." The alternative would look like this: "Hey, you were late the last two days," or, "You made those comments about the architect." One statement talks about your observations: what you saw, noticed or heard. The other puts everything squarely on the person you are confronting.

This may seem to be a subtle matter of semantics, but in constructive confrontation, your word choice matters. When you talk about your observations, people naturally feel less defensive. When people do not have their guard up, you will get more accomplished overall.

2. Be clear

As a contractor attempting to put a stop to harmful or annoying behavior, you must be clear in this conversation. Your team cannot afford any mixed messages. Be as clear as you can about the following:

- What you heard or saw; - Avoid ambiguities. If you didn't experience any of the events firsthand, be sure you have gathered sufficient information. The person you are talking to needs to know exactly what he/she is doing to damage your team chemistry.

- How this impacts the team and the project as a whole: - Be clear on this. Often, people do not intend any sabotage, but their behavior may, nonetheless, have a detrimental impact. Be direct about this impact.

- Your expectations: - If you don't clearly state your expectations for future behavior, this conversation will be a waste of your time. Unclear expectations create needless confusion and can lead to future problems. As a business owner and manager, you must say what you expect. Luckily, this can be done in a non-accusatory manner that strengthens the crew, rather than pulling it apart.

3. Don't forget to listen

A conversation, even one you must have with a team member about his/her behavior, is just that "conversation". This means it involves two people. Though you will need to approach the dialogue with an agenda to get your point across, the process will be infinitely more productive if you give the other person a chance to speak and, more importantly, to be heard. This means you must take the opportunity to listen.

When the other person is able to speak and feels you have heard him/her, you relieve much of his/her tension. Defensive posturing that might otherwise stand in your way will disappear. The person may even feel appreciated and grateful that you took time to hear his/her perspective. This can be crucial to maintaining group harmony. Provided you take

PPDA issues new guidelines aimed at promoting local content

Public Procurement And Disposal of Public Assets Guideline

Guideline issued by the Public Procurement and Disposal of Public Assets Authority under Section 97 of the Local Governments Act and Regulation 12 of the Local Governments (PPDA) Regulations, 2006

Guideline Details:

Guideline Reference: 2/2017
Guideline Subject: Guideline on reservation schemes to promote local content in public procurement

Guideline Commencement Date: 10th March 2017
Total number of pages: Six

Guidelines are distributed to all Accounting officer who are responsible for distributing copies to the Contracts Committee and members of the Procurement and Disposal Unit of the Procuring and Disposing Entity

GUIDELINE SUBJECT: GUIDELINE ON RESERVATION SCHEMES TO ENHANCE LOCAL CONTENT IN PUBLIC PROCUREMENT

In accordance with Sections 50 (2) of the PPDA Act, 2003 and Regulation 53 of the Local governments (PPDA) Regulations, 2006: and to implement the National Development Plan II (NDP II) 2015/16 – 2019/2020 and the Buy Uganda Build Uganda Policy, 2014 that provide for the need to support locally manufactured products; knowledge transfer; and human capital development, the Authority issues following guideline on reservation schemes to enhance local content in public procurement.

Objective of the Guideline: to provide for mechanisms of increasing the input of local labor, goods and services in the procurement of public sector projects, goods and services within the country.

Definitions: In the Guideline, unless the context otherwise requires -

"Local provider" means a provider registered in Uganda whose majority ownership is held by Uganda citizens;

"Provider" means a natural person, a company or partnership. The provider may also take the form of a Joint Venture, Partnership, Association or consortium.

"Reservations" means designated procuring and disposing entities identified to apply and implement the reservation schemes.

1. Exclusive reservation of public contracts by threshold to local providers

1.1 A reservation shall apply to procurements for supplies, works and services by threshold and to benefit local providers.

1.2 The target group for the reservation are all procuring and disposing Entities in Uganda.

1.3 The following thresholds shall be applicable for this reservation:

- Procurements for supplies whose estimated cost is UGX 1 Billion and below;
- Procurements for road works whose estimated cost is UGX 45 Billion and below, and other public works whose estimated cost is UGX 10 billion and below;
- Procurements for consultancy services whose estimated cost is 1 Billion and below; and
- **Procurements for non-consultancy services whose estimated cost is UGX 200 Million and below.**

1.4 The Procuring and Disposing Entity shall use the appropriate procurement law and subject the method to this reservation.

1.5 Where an Entity is unable to procure supplies, works and services from a local provider,

the Procuring and Disposing Entity shall procure from a bidder who is not eligible for this reservation. The Accounting Officer shall submit a report to the Authority within 10 working days from contract execution.

2. Reservation of at least 30% of the value of works through subcontracting to local providers

2.1 A reservation of at least 30% of the value of works through subcontracting to local providers shall apply to procurements of works above an estimated cost of UGX 45 Billion where the bidder is not a local provider.

2.2 The target group for the reservation are the following:

- Ministry of Works and Transport ;
- Ministry of Water and Environment;
- Ministry of Local Government;
- Ministry of Health ;
- Ministry of Defence;
- Uganda National Roads Authority; and
- Kampala Capital City Authority

2.3 Notwithstanding the above, any other Entity procuring works above UGX 10 Billion shall adhere to this reservation.

2.4 The subcontracting may take the form of supply of related goods, works or provision of services to local providers.

2.5 The bidding documents shall provide for the requirement of subcontracting I the evaluation criteria and shall be part of the contract to be executed by the provider.

2.6 The bidder shall indicate the form or scope of subcontracting in the bid.

2.7 The contract Manager of the Supervising Consultant of the works shall ensure the contractor implements the subcontracting.

3. Reservation for procurement of uniforms and related clothing materials

3.1 A reservation shall apply to procurement for supply of uniforms and related clothing materials to providers that have manufacturing facilities in Uganda.

3.2 The related clothing materials include bed sheets and curtains.

3.3 The target group for reservation are the following:

- Ministry of Defence;
- Uganda Police Force;
- Uganda Prisons Services;
- Ministry of Health;
- National Medical Stores; and
- Uganda Wildlife Authority

3.4 Notwithstanding above, any Entity procuring uniforms and related clothing materials worth UGX 100 Million and above shall adhere to this reservation.

3.5 To be eligible for this reservation, the provider should'

- Have a manufacturing facility in Uganda producing uniforms and related clothing materials;
- Use locally grown cotton from the ginneries;
- Have products certified by the Uganda National Bureau of Standards (UNBS); and
- Be registered on the PPDA Register of Providers.

3.6 The following conditions shall apply to the Entity reserving the procurement of uniforms and related clothing materials;

- Use the appropriate procurement method and subject it to this reservation; and
- Subject the testing of the sample of the supplies and deliveries by UNBS to satisfy conformation to the specifications

3.7 Where the Entity is unable to get responsive bids from an eligible provider under 3.5, the entity may procure the supplies from a bidder who is not eligible for this reservation. The

Accounting Officer shall submit a report to the Authority within 10 working days from contract execution.

4. Reservation for procurement of electrical cables and conductors

4.1 A reservation shall apply to procurements for supply of electrical cables, conductors and bundle cables to providers that have manufacturing facilities in Uganda.

4.1 The target group for the reservation is the following:

- Ministry of Energy and Mineral Development
- Rural Electrification Agency;
- Uganda Electricity Distribution Company Limited;
- Uganda Electricity Distribution Company Limited; and
- Kampala Capital City Authority

4.3. Notwithstanding above, any Entity procuring electrical cables and conductors worth UGX 100 Million and above shall adhere to this reservation.

4.4. To be eligible for this reservation, the provider should:

- Have a manufacturing facility in Uganda
- Have products certified by the Uganda National Bureau of Standards (UNBS); and
- Be registered on the PPDA Register of Providers.

4.5. The following conditions shall apply to the Entity reserving the procurement of electrical cables and conductors:

- Use the appropriate procurement method and subject it to this reservation; and
- Subject the testing of the sample of the supplies and deliveries by UNBS to satisfy conformation to the specifications

4.6. Where the Entity is unable to get responsive bids from an eligible provider under 4.4 above, the Entity may procure the supplies from a provider who is not eligible for this reservation. The Accounting Officer shall submit a report to the Authority within 10 working days from contract execution.

5. Reservation for procurement medicines and medical supplies

5.1 A reservation shall apply to procurements for supply of medicines and medical supplies in Uganda to providers that have production facilities in Uganda.

5.2 The target group for the reservation, the provider should:

- National Medical Stores; and
- Public Health facilities procuring medicines and medical supplies

5.3 To be eligible for the reservation, the provider should:

- Have a manufacturing facility in Uganda;
- Have the manufacturing facility and products certified by the National Drug Authority and medicines registered on the National Drug Authority Register; and
- Be registered on the PPDA Register of Providers.

5.4 The competence authority for the manufactured medicines medical supplies is National Drug Authority.

5.5 The Entity reserving the procurement of supply of medicine and medical supplies shall use the appropriate procurement method and subject it to this reservation.

5.6 Where an Entity procuring medicines and medical supplies is unable to procure the supplies from the manufacturers in Uganda, the Procuring and Disposing Entity shall procure the supplies from a bidder who is not eligible under this reservation. The Accounting Officer shall submit a report to the Authority within 10 working days from contract execution.

6. Documents to be submitted in the bid as

proof of eligibility to be a local provider The following documents shall be submitted by the provider in addition to other administrative eligibility requirements:

6.1 For companies

- Certificate of Incorporation
- Return of Allotment of Shares; and
- Copies of the National Identity Cards of Passports of the majority shareholders

6.3 For individual providers, a copy of the National Identity Card or Passport.

7. Market Price

7.1 To ensure value for money, an Entity shall not procure a requirement whose price is more than 15% of the assessed market price.

7.2 The Procuring and Disposing Entity shall ensure that a market assessment is conducted prior to the commencement of the procurement under reservation.

8. Disclosure in the Procurement Plan

The Procuring and Disposing Entities shall disclose in the Procurement Plans the procurements that shall be subjected to this reservation scheme. The Procurement Plans shall be displayed on the Entity's notice board and the Authority's website.

9. Reservation to apply to Procurements funded by Government of Uganda and Development Partners

This Guideline on reservation scheme shall apply to procurements which are funded by Government of Uganda. The reservation shall also apply to procurements funded by development partners except where the conditions of funding limit the application reservations.

10. Monitoring

The Authority shall monitor the implementation of the reservation schemes by entities on a quarterly basis and undertake an annual assessment based n predetermined indicators.

11. Report by Accounting Officer following non application of the reservation

The report to be submitted by the Accounting Officer under 1.5, 3.7, 4.6 and 5.6 of this Guideline shall indicate following:

- The subject of procurement;
- The contracted provider and contract price;
- Efforts undertaken to procure from a provider eligible for the reservation; and
- Reasons as to why the reservation could be applied

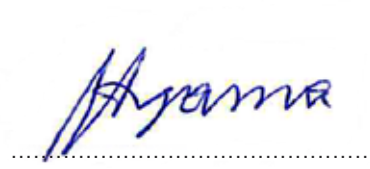
12. Reporting

The Procuring and Disposing Entities shall indicate in their monthly/quarterly reports submitted to the Authority contracts that have been awarded/completed under the reservation scheme.

13. Transitional Provision

This Guideline shall not apply to procurements where bids had been received by the Entity at the commencement date this Guideline.

Signed :



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Chairman of the Board

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Executive Director of the authority

PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY

Ugandan Contractors are cashing in on the construction boom in *RWANDA*

Rwanda's construction sector has been pegged on as one of the four vibrant sectors that will propel the country to rebuild itself 22 years after the genocide and spur economic development targets by year 2020.

Daniel Sabiiti
Photo Journalist
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While the construction is one of the fastest growing sub-sectors of the economy, accounting for almost 30 percent of total turnover of the industrial sector, a big part of the population cannot afford to buy, build or even rent what can be categorized as decent houses.

Real GDP growth averaged 8.2 per cent annually, which translated into a GDP per capita growth of 5.1 per cent per year.

At the heart of this growth was the industrial sector, which grew at an average of 9.8 per cent per year during EDPRS 1, driven by a rapid expansion of construction whose growth rate averaged 15 per cent annually. In the same period, the industrial sector produced 15.4 per cent of national output.

With this at big pay cheque at stake, and the high demand for modern structure the game has not been left to local players but also regional and foreign multinational construction companies, like Roko Fair construction, China, Strabag International, Seyani Brothers & Co

Construction boom

The boom in the sector kicked off about ten years ago when the population increased drastically in 2000 and as a result of government pushing for more modern structures (housing and commercial) to replace the ones from the former Juvenal Habyarimana's regime.

By 2003, there were only regional and international construction companies in the game, but within the last six years, the competition and growth of Rwanda's private sector drive has seen local companies coming up to have a share.

Some of these include, Horizon Group, Real Contractors, Rock international Ltd, Star Construction Company, NPD contraco among others.

Key players

Being neighbors and using the already made East African record, Ugandan-based companies have not been left out in the construction boom and two of them (Roko construction company and Fair Construction company) have created a landmark share in the market despite the growing competition from local players who have a full backing of the government and promotion.

Though both companies entered the market just after the 1994 genocide, Roko has claimed a lion share of the market compared to its Ugandan based counterparts operating in Rwanda

Roko has been part of the landmark state of the art construction projects in Kigali city such as the Bank of Kigali headoffices, Marriot hotel, Kigali Convention Center interior (which cost over $400million), Dfid offices, a Rwf4billion Eco- tourism lodge in Nyungwe national park, the construction of 30 apartments for Soras at rue Cyahafi, Kigali and Renovations & Extensions jobs include: Kigali Serena (Former Hotel Intercontinental), Kivu Serena, Hotel Diplomat, expansion of Kigali International Airport in Kanombe ($18 million).

Fair construction originally launched its building and civil works operations in Uganda in 1986 but was established in Rwanda in 1995. A pioneer in the indigenous large scale construction industry here in Rwanda, today we are still one of the leading construction firms in Rwanda

Our multi-disciplined Building Division remains one of the most trusted in the industry charged with constructing some of Kigali's most iconic structures such as:

Former BCDI Building (now part of ECOBANK Group) at $ 8,898,219, Kigali Institute of Science & Technology Phases 1, 2 & 3 ($ 6.9 million), Ministry of Finance and Economic Planning (MINICOFIN) Headquarters ($ 3,300,000), Hotel Vision ($ 18,741,260) , Sahasra Electronics, Rwanda, Integrated polytechnic Regional Centre US $11.6 million, Construction of a Chancellery and Residence for the Burundian Embassy ($ 600,000), Rehabilitation of Republican Guard Housing Facilities at $ 3,650,000, Library and Canteen at the President's Offices ($ 650,000), Social Club and Fitness Centre at the President's Offices ($1,400,000), Lecture Blocks & Dormitories (US $ 2,200,000), Rwanda Revenue Authority Office Headquarters ($ 16,734,000) and Agahozo-Shalom Youth Village ($ 9,900,521)

Like other companies, Fair has also spread its wings into the energy, water and road projects which are also part of the demanding sector as the government has set ambitious targets to have all citizens with 100 percent clean water by 2017 and 70 percent electricity by 2018.

Some of the ongoing projects include- Construction Works of the Rwanda Teacher's Technical Institute at Kicukiro ($ 3.75 million), construction Works of Training Center Building for National Institute of Statistics of Rwanda (NISR) at Rwf 7,405,788,919, construction of Giheke-Kamemebe-Nkanka Water supply system ($ 4.3 million).

Roofings group is a Uganda-based manufacturing company established in 1994, and the leading producer of quality steel products in Uganda, with a good market reach across the East African region also opened shop in Rwanda in 2015 as part of the growing demand for construction material- which remains very expensive in the landlocked country compared to other EAC countries.

JSI- SI Int'l, an American international general construction company with many years of construction experience all over the world, is also in Rwanda to build the highest standards of houses and buildings in short periods of time and at very affordable prices. The company now provides General Construction Services- Self-performance of mechanical and electrical

Trades, Incidental site work and architectural finishes ,Supply, fabrication and installation of concrete re-enforcement and post-tensioning cable, In-house project management team with EM 385 safety and quality control management experience and certifications, Diverse experience in federal contracting with certified financial audits and contract administrative compliance, Mobilization and capabilities to perform worldwide, Experience with design-build projects with excellent A&E resources

Local competitors

Horizon Construction (an affiliate of Horizon Group) is the largest local company backed by the RPF business wing- Crystal ventures- and has an established track record of successful completion of quality

As we grow our client portfolio, our key priority will be to continue focusing on Rwanda's development by adopting sustainable and environment friendly technologies. These include road and bridge construction, affordable housing for Rwandans and the creation of Green Neighborhoods as a stepping stone towards the Rwandan government's initiatives towards green living

civil engineering projects across Rwanda. Through innovation, dedication and research the company has been a leading adopter of newer technologies including the first Road Recycler in Rwanda and Construction of Green Parks.

Created in 2007, Horizon Construction has to date delivered major infrastructure projects that have catalyzed development and contributed to the ease of doing business in Rwanda. Some of these projects include several kilometres of roads that have enhanced connectivity within the country.

Horizon Construction was contracted for the layout of fibre optics nationwide. Other projects include the Bugesera dyke, the first of its kind in Rwanda. The company is also responsible for the construction of several border posts across the country, as well as bridges. Other national landmarks include the Kigali Public Library and the Liberation monuments at Rwanda Parliamentary buildings in Kigali, Rwanda Peace Academy (Nyakinama). The company is currently executing a work order book to the tune of 138 Million US Dollars

"As we grow our client portfolio, our key priority will be to continue focusing on Rwanda's development by adopting sustainable and environment friendly technologies. These include road and bridge construction, affordable housing for Rwandans and the creation of Green Neighborhoods as a stepping stone towards the Rwandan government's initiatives towards green living"

The company has been engage in different types of housing construction. This consists of commercial, institutional, public healthcare and residential housing. Some of the projects under its housing portfolio include the Rwanda Peace Academy, Rubavu Border Post and the Rwanda Public Library, Kigali Genocide memorial amphibian theatre among others.

Other local players like Real Contractors and NPD COTRACO Ltd have secured some of the hottest deals especially in housing and road construction deals in and around Kigali, despite the 'heavy weight' competition that regional companies have showcased in terms of machinery and expertise.

Market demand

Even with these big companies playing a significant role in rebuilding the country's structure and adding on more modern ones, the demand for construction companies in the country remains big as a result of need to more housing and formal structures in line with the country's vision.

Technology

Here are some of the latest Gadgets to enhance your business productivity and secure your assets .

By Francis Agaba

You know how hard it is to keep an eye on your fleet of vehicles on construction projects especially road works? This gadget will end your felt management nightmares.

What is does is update you through a mobile app and web browser the actual location of your vehicles, the amount of fuel in the tank and speed at which the vehicles are moving. This can save you a lot of money from shady drivers siphoning fuel or doing un-authorized work with your precious vehicles.

Trackr

TrackR is the simplest way to find lost and misplaced belongings. Use this tracking gadget to keep an eye on valuable assets such as computers, laptops, printers, scanners etc TrackR sticker is a coin-sized device that easily fastens or sticks to any item or device. Using the TrackR app, you can quickly locate your misplaced items in seconds by ringing your TrackR, or by using the Distance Indicator or via GPS. This can come in handy especially if you are frequent flyer and prone to losing luggage at airports, train terminals and busy cities around the world. The tracker is very small and discreet and can be attached to any valuable item. It has a battery which can last a whole year. The TrackR app is available on iPhone as well as Android smartphones.

If an item goes missing, the TrackR app records its last known location on a map. When another user of the TrackR app comes within a 100ft range of your lost item, you will receive a GPS update of where your item is.

Lenovo Yoga tab 3 pro

Lenovo's Yoga tab 3 pro combines a traditional tablet and projector. There is no need to lug along bulky laptops and projectors to your next business meeting. With the Yoga tab, you can quickly make presentations with the usual fuss of powering a projector, connecting a laptop or desktop computer. This gadget can be used almost anywhere there is a wall or any white surface. You no longer have to be restricted to the boardroom to make presentations. This means you can meet a client at coffee shop and make a quick presentation.

In your free time this tablet can also double as an entertainment gadget to watch some videos projected on the wall.

Google Home smart speaker

Google Home is a voice-activated speaker powered by the Google Assistant. Ask it questions. Tell it to do things. It's your personal assistantt, always ready to help. Just start with, "Ok Google".

Google Home is your personal entertainment hub. A simple voice request triggers Google Home to play music, podcasts or radio from services like Google Play Music, Spotify, YouTube Music, Pandora and TuneIn.

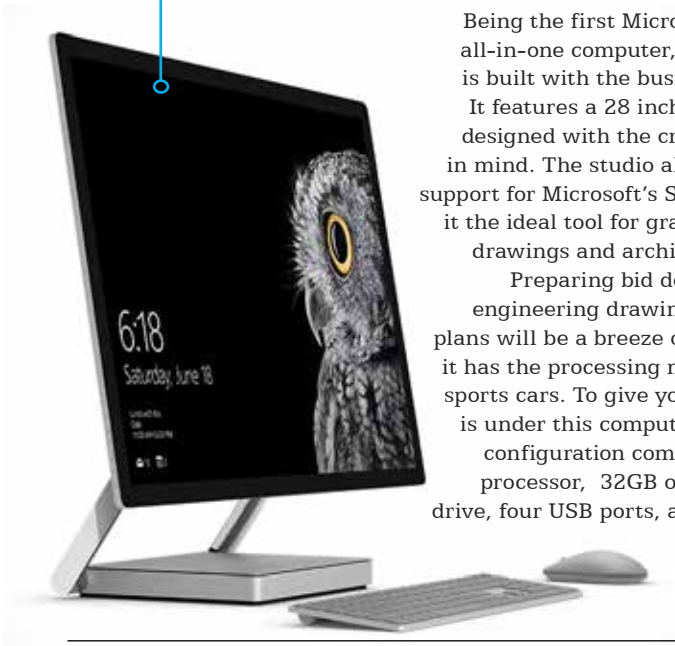
You can also get answers from Google, as if you were searching Google from a computer.Thanks to Google's rich history in search, Google Home is ready for your questions. Get real-time answers including the latest on weather, traffic, finance, sports, local businesses and more. For instaance you can ask Google Home for the day's exchange rates. "Ok Google, what is 500 US dollars in Uganda Shillings?" Google HOme will give you the rates instantly as long it is connected to the internet.

Voice-control your smart devices such as smart bulbs, thermostats, smart tvs etc.

iPad Pro
Super. Computer.
Now in two sizes.

iPad Pro is more than the next generation of iPad — it's an uncompromising vision of personal computing for the modern world. It puts incredible power that leaps past most portable PCs at your fingertips. It makes even complex work as natural as touching, swiping, or writing with a pencil. And whether you choose the 12.9-inch model or the new 9.7-inch model, iPad Pro is more capable, versatile, and portable than anything that's come before. In a word, super.

Microsoft Surface Studio PC



Being the first Microsoft in-house built all-in-one computer, the surface Studio is built with the business user in mind. It features a 28 inch screen which was designed with the creative professional in mind. The studio also has a touch and support for Microsoft's Surface Pen making it the ideal tool for graphics, engineering drawings and architectural rendering. Preparing bid documents, creating engineering drawings or architectural plans will be a breeze on this machine, as it has the processing muscle of an Italian sports cars. To give you a clue how much is under this computers hood, the basic configuration comprises of Intel Core processor, 32GB of RAM, a 2TB hard drive, four USB ports, audio, Ethernet and card slots.

Wi-Fi and LTE
Fast wireless connectivity.

iPad Pro can connect to the fastest Wi-Fi or cellular networks so you can surf the web, stream movies, and share documents from virtually anywhere. With the Wi-Fi + Cellular model, you can also make phone and FaceTime calls — or even create a hotspot — using your existing data plan. For ultimate flexibility, the new 9.7-inch iPad Pro features both an embedded Apple SIM3 and a tray for a standard carrier SIM.

And, because of LTE Advanced, the 9.7-inch iPad Pro enables up to 50 percent faster cellular connections.

ARCHITECTURE

Building environmentally friendly Homes for a sustainable future

Green building (also known as green construction or sustainable building) refers to both a structure and processes that are environmentally responsible and resource-efficient throughout a building's life-cycle: from siting to design, construction, operation, maintenance, renovation, and demolition.

Green building design involves finding the balance between homebuilding and the sustainable environment. This requires close cooperation of the design team, the architects, the engineers, and the client at all project stages. The Green Building practice expands and complements the classical building design concerns of economy, utility, Durability, and comfort.

Although new technologies are constantly being developed to complement current practices in creating greener structures, the common objective of green buildings is to reduce the overall impact of the built environment on human health and the natural environment by: Efficiently using energy, water, and other resources, Protecting occupant health and improving employee productivity, Reducing waste, pollution and environmental degradation.

Sustainability may be defined as meeting the needs of present generations without compromising the ability of future generations to meet their needs. Green construction principles can easily be applied to renovation as well as new construction.

Reducing environmental impact

Globally buildings are responsible for a huge share of energy, electricity, water and materials consumption. The building sector has the greatest potential to deliver significant cuts in emissions at little or no cost. Buildings account for 18% of global emissions today, or the equivalent of 9 billion tonnes of CO2 annually. If new technologies in construction are not adopted during this time of rapid growth, emissions could double by 2050, according to the United Nations Environment Program. Green building practices aim to reduce the environmental impact of building. Since construction almost always degrades a building site, not building at all is preferable to green building, in terms of reducing environmental impact. The second rule is that every building should be as small as possible. The third rule is not to contribute to sprawl, even if the most energy efficient, environmentally sound methods are used in design and construction.

Goals of green building

Modern sustainability initiatives call for an integrated and synergistic design to both new construction and in renovating of existing structures. Also known as sustainable design, this approach integrates the building life-cycle with each green practice employed with a design-purpose to create a synergy among the practices used.

Green building brings together a vast array of practices, techniques, and skills to reduce and ultimately eliminate the impacts of buildings on the environment and human health. It often emphasizes taking advantage of renewable resources, e.g., using sunlight through passive solar, active solar, and solar equipment, and using plants and trees through green roofs,

rain gardens, and reduction of rainwater run-off. Many other techniques are used, such as using low impact building materials or using packed gravel or permeable concrete instead of conventional concrete or asphalt to enhance replenishment of ground water.

While the practices or technologies employed in green building are constantly evolving and may differ from region to region, fundamental principles persist from which the method is derived: siting and structure design efficiency, energy efficiency, water efficiency, materials efficiency, indoor environmental quality enhancement, operations and maintenance optimization and waste and toxics reduction. The essence of green building is an optimization of one or more of these principles. Also, with the proper synergistic design, individual green building technologies may work together to produce a greater cumulative effect.

On the aesthetic side of green architecture or sustainable design is the philosophy of designing a building that is in harmony with the natural features and resources surrounding the site. There are several key steps in designing sustainable buildings: specify 'green' building materials from local sources, reduce loads, optimize systems, and generate on-site renewable energy.

On the aesthetic side of green architecture or sustainable design is the philosophy of designing a building that is in harmony with the natural features and resources surrounding the site. There are several key steps in designing sustainable buildings: specify 'green' building materials from local sources, reduce loads, optimize systems, and generate on-site renewable energy.

Siting and structure design efficiency

The foundation of any construction project is rooted in the concept and design stages. The concept stage, in fact, is one of the major steps in a project life cycle, as it has the largest impact on cost and performance. In designing environmentally optimal buildings, the objective is to minimize the total environmental impact associated with all life-cycle stages of the building project.

However, building as a process is not as streamlined as an industrial process, and varies from one building to the other, never repeating itself identically. In addition, buildings are much more complex products, composed of a multitude of materials and components each constituting various design variables to be decided at the design stage. A variation of every design variable may affect the environment during all the building's relevant life-cycle stages.

Energy efficiency

Green buildings often include measures to reduce energy consumption – both the embodied energy required to extract, process, transport and install building materials and operating energy to provide services such as heating and power for equipment. As high-performance buildings use less operating energy, embodied energy has assumed much greater importance – and may make up as much as 30% of the overall life cycle energy consumption. Studies show buildings built primarily with wood will have a lower embodied energy than those built primarily with brick, concrete, or steel.

To reduce operating energy use, designers use details that reduce air leakage through the building envelope (the barrier between conditioned and unconditioned space). They also specify high performance windows and extra insulation in walls, ceilings, and floors. Another strategy, passive solar building design, is often implemented in low-energy homes. Designers orient windows and walls and place awnings, porches, and trees to shade windows and roofs during the summer while maximizing solar gain in the winter. In addition, effective window placement (day lighting) can provide more natural light and lessen the need for electric lighting during the day. Solar water heating further reduces energy costs.

Onsite generation of renewable energy through solar power, wind power, hydro power, or biomass can significantly reduce the environmental impact of the building. Power generation is generally the most expensive feature to add to a building.

Water efficiency

Reducing water consumption and protecting water quality are key objectives in sustainable building. One critical issue of water consumption is that in many areas, the demands on the supplying water exceed its ability to replenish itself. To the maximum extent feasible, facilities should increase their dependence on water that is collected, used, purified, and reused on-site. The protection and

conservation of water throughout the life of a building may be accomplished by designing for dual plumbing that recycles water in toilet flushing or by using water for washing of the cars. Waste-water may be minimized by utilizing water conserving fixtures such as ultra-low flush toilets and low-flow shower heads. Bidets help eliminate the use of toilet paper, reducing sewer traffic and increasing possibilities of re-using water on-site. Point of use water treatment and heating improves both water quality and energy efficiency while reducing the amount of water in circulation. The use of non-sewage and recycled water for on-site use such as site-irrigation will minimize demands on the local water supply.

Materials efficiency

Building materials typically considered to be 'green' include timber from forests that have been certified to a third-party forest standard, rapidly renewable plant materials like bamboo, recycled stone, recycled metal and other products that are non-toxic, reusable, renewable, and/or recyclable.

For concrete a high performance concrete is available. Environmental Protection Agencies also suggest using recycled industrial goods, such as coal combustion products, foundry sand, and demolition debris in construction projects.

Indoor environmental quality enhancement

Buildings rely on a properly designed ventilation system (passively/naturally or mechanically powered) to provide adequate ventilation of cleaner air from outdoors or recirculated, filtered air as well as isolated operations (kitchens, dry cleaners, etc.) from other occupants.

Also important to indoor air quality is the control of moisture accumulation (dampness) leading to mold growth and the presence

of bacteria and viruses as well as dust mites and other organisms and microbiological concerns. Water intrusion through a building's envelope or water condensing on cold surfaces on the building's interior can enhance and sustain microbial growth. A well insulated and tightly sealed envelope will reduce moisture problems but adequate ventilation is also necessary to eliminate moisture from sources indoors including human metabolic processes, cooking, bathing, cleaning, and other activities.

Personal temperature and airflow coupled with a properly designed building envelope will also aid in increasing a building's thermal quality. Creating a high performance luminous environment through the careful integration of daylight and electrical light sources will improve on the lighting quality and energy performance of a structure.

Solid wood products, particularly flooring, are often specified in environments where occupants are known to have allergies to dust or other particles. Wood itself is considered to be hypoallergenic and its smooth surfaces prevent the buildup of particles common in soft finishes like carpets. The use of wood products can also improve air quality by absorbing or releasing moisture in the air to moderate humidity.

Interactions among all the indoor components and the occupants together form the processes that determine the indoor air quality. Extensive investigation of such processes is the subject of indoor air scientific research and is well documented.

Operations and maintenance optimization

No matter how sustainable a building may have been in its design and construction, it can only remain so if it is operated responsibly and maintained properly. Ensuring operations and maintenance (O&M) personnel are part of the project's planning and development process will help retain the green criteria designed at the onset of the project. Every aspect of green building is integrated into the O&M phase of a building's life. The addition of new green technologies also falls on the O&M staff. Although the goal of waste reduction may be applied during the design, construction and demolition phases of a building's life-cycle, it is in the O&M phase that green practices such as recycling and air quality enhancement take place. O&M staff should aim to establish best practices in energy efficiency, resource conservation, ecologically sensitive products and other sustainable practices. Education of building operators and occupants is

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Trainees acquire practical construction site management skills

By Nathan Magoola

About 30 contractors and engineers from different companies and government agencies took part in a UNABCEC organized training called "Construction Site Management" intended for owners of construction projects, contractors, consulting engineers, project managers and all those involved in construction works. The training took place between 8th and 10th December at Silver Springs Hotel in Bugolobi.

The training was capped off with a site visit to the New Nile Bridge project across River Nile at Jinja on 10th December 2016. The aim of the training was to equip practitioners with skills to ensure proper site planning in order to run construction sites more efficiently and profitably.

After this training, participants will be able to:

- *Design site layout*
- *Prepare work schedules and make realistic plans for site work*
- *Assess and manage common risks an make contingency plans*
- *Plan for optimum use of resources*
- *Monitor work progress.*

At the New Nile Bridge site, the participants were briefed about the work progress on the bridge, taken around the site and finally they were awarded certificates of participation in the training. The Project Clerk of Works, Mr. Odoch Odrua Morris conducted the tour of the site and gave the participants a work progress report.

The New Nile Bridge project consists of the construction of a new three span 525-metre long cable-stayed bridge across the River Nile at Jinja. With a main span of 290 metres, the 22.9 metre wide prestressed concrete box girder and reinforced concrete pylons will accommodate two traffic lanes and one walkway (7.0m carriageway + 2.2m walkway) in each direction and will be supported by a single plane of cable stays anchored in the middle of the girder. It is the first cable-stayed bridge in East Africa.

The contractor is a joint venture of Zenitaka Corporation of Japan and Hyundai Engineering and Construction Company of South Korea.

The total cost of the New Jinja Bridge is budgeted at US$125 million. The government of Japan will finance 80 percent of the cost, in the form of a soft loan of US$100 million at an annual interest rate of 0.01 percent, repayable in ten years but extendable to forty years. The government of Uganda will fund the remaining US$25 million (20 percent), out of its own coffers.

The New Nile Bridge is anticipated to fulfill the following three major objectives:

- **Contribute to Uganda's economic growth by promoting the economic development and integration of Uganda within the surrounding Central African countries and providing guarantees to people and trade movement on the Northern Corridor Route (NCR)**
- **Ensure safety of the NCR transportation system by relieving traffic loading from the existing deteriorating Nalubaale Dam/Bridge structure which was built in 1950**
- **Enhance tourism with addition of this iconic signature bridge in this picturesque location.**
- **The new bridge is designed with a structural life span of 120 years and is expected to be completed by 12th April 2018.**

In their own words

UNABCEC trainees share experiences from their training sessions

About 30 contractors and engineers from different companies and government agencies took part in a UNABCEC organized training called "Construction Site Management" intended for owners of construction projects, contractors, consulting engineers, project managers and all those involved in construction works. The training took place between 8th and 10th December at Silver Springs Hotel in Bugolobi.

Matsiko Jude Benda,
UNRA- Engineer,
Roads Rehabilitation.

What do you have to say about the training?
The training has been good and timely and relevant to what I am currently doing. One of my roles is to be on site and supervise ongoing work, so construction site management is key to my role and that is why I find it very relevant. I was happy to be part of the training.

What was your main goal of attending the training?
My main goal of attending was to know more about construction site management aspects from the first principles; site layout and how one can plan a site layout that is effective and can help transfer a project from one phase to another.

Did you meet any new contacts?
I did meet new contacts especially from Abubaker Technical Services and other colleagues from different institutions. These will be very helpful to me. Ours is a very small world. The engineering fraternity is very small. Today we meet here; tomorrow we will meet somewhere else. We have exchanged contacts here and we will be in touch with one another and we will be helpful to each other.

What did you learn from the training?
Right now, I can plan a good site layout and I can prepare a risk management plan. I can also prepare a project schedule using the planning techniques that I have been taught which I wasn't good at previously.

What is your opinion of the course content?
The content was good, though at one point I thought the trainers lacked some information and I thought that they were not experts in that area. I think next time UNABCEC should consider bringing trainers who are experts in those fields and are well informed about the subject matter.

What do you have to say about the site visit?
The site visit was OK. It was very good and very much welcome because we have seen what we studied in class. We have seen it on the ground and we believe it can happen. It was very good especially the safety on site and the management of the layout and we can learn from it and transfer it to our own sites that we are currently working on. However, somehow, I found that somehow the time we were given was not enough because we had very limited time with the people in charge of the site. This means that we couldn't establish a few things here and there. Perhaps next time they should consider giving it almost a whole day so we can learn more.

Laurence Knoop,
eMi- Construction Manager

What do you have to say about the training?
The training was very good. My main goal was meeting other contractors. I have only been in Uganda for eight months. I am trying to understand how the industry works because what eMi does is trying to improve the industry and people skills as well and you can't do that unless you understand what is happening. I also liked the discussions and the way it was facilitated and the fact that everyone got to follow. The people I met will be very important especially the facilitators.

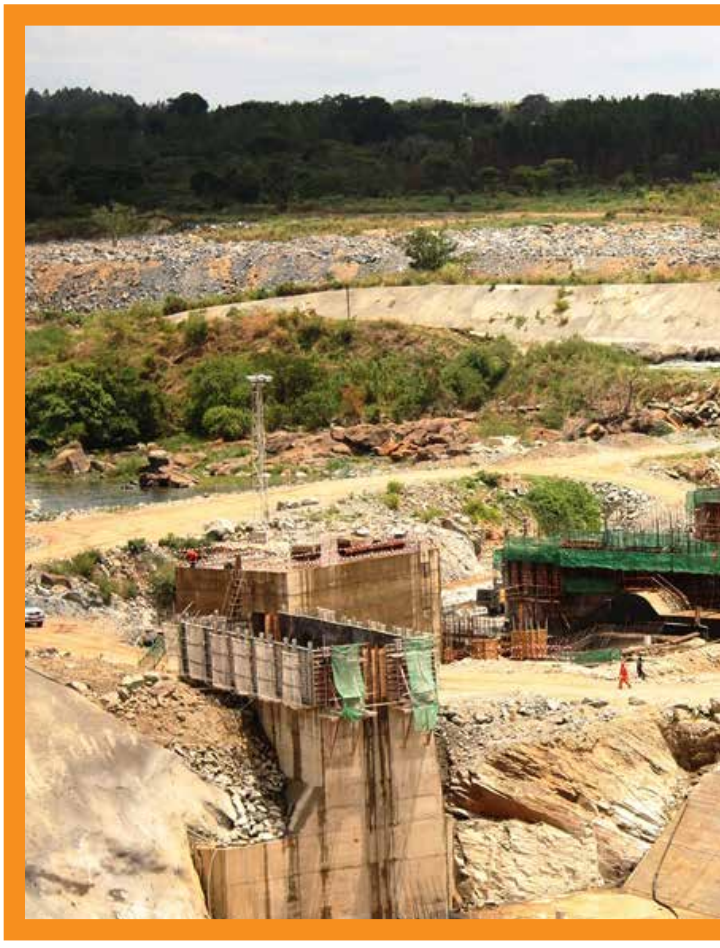
What is your opinion of the course content?
Well, for me it wasn't really about getting knowledge of the course content because I have been in the industry but for me it helps me understand how the industry works in Uganda because it is different from the UK, back home where I come from. It helped me learn about contractors here, the big players in the industry and who the authorities are. So the training improved my awareness of the industry. The trainers were very good. Was very impressed that the trainers themselves have experience in the construction industry unlike other times when you go for a course and they just have teachers who really have no hands on experience. It was pretty good that they had their experiences to discuss.

What do you have to say about the site visit?
The site visit was very impressive. I didn't realize that was going to be the very first cable bridge in Uganda and even East Africa. I think it was a really good way to finish the course after having done a lot of theory in the classroom. As they were taking us around, there are things that were talked about that we could try to take into reality. It will be very interesting to see how that project progresses in the next few years.

OPINION:
Where are local contractors in major national projects?

Simon J. Mone

The involvement of local contractors in Uganda's major construction projects leaves a lot to be desired. They seem to have been increasingly left out. We see big dam, bridge and road projects being awarded to foreign-owned contractors. And even buildings.



It is good because we expect our infrastructure to come good on quality and also especially if useful transfer of skills and technology to local technocrats is happening. But it raises very pertinent questions of the ability of local contractors to deliver on such major projects. And also puts local-based engineers in bad light. One would definitely opine that local personnel might lack the skills, and are not up to scratch when it comes to 'complex' engineering projects.

That could be a valid point because these projects command efficiency and effectiveness at ago. Every resource that comes with these works: including equipment, financial capability and overall, competence to deliver, is seriously wanting not only in Uganda, but in our African continent. And this has not been helped by the rampant quality failure of many building projects that we have witnessed in Uganda in recent years. And the fact that some construction materials on the local market do not pass quality test doesn't make for good reading. So this matter is more serious than we could have envisaged. Take the on-going Nile Bridge project in Jinja as a case in point. Some material tests have had to be done from abroad, to ascertain compliance with specifications.

It leaves us asking even more questions of the many structures that are being built every year. Should the public have confidence that they adequately pass structural integrity test? Maybe not! But in all of these cases, the solutions are up to us really! The country's policy makers must be coerced quickly put forth a deliberate effort to build capacity of local contractors to offer sustainable construction of its infrastructure. Foreign-based contractors are not going to sustain things for us, especially when it comes to simple requirements such as preventive maintenance.

This is why we need to depart from our current practice of overly reliance on foreign-based contractors and go Ugandan, for the long term.

Thus, to start with, the country needs to come up with some tricks. First, let every construction project be purposely designed to have local fully personnel involved in all the steps of the project life cycle. In that way, eventually when these projects are commissioned, the local personnel are in position to provide technical input that ensures sustainability of operation and maintenance, with the inception background of these projects firmly in mind. Government can come up with a system which procures expensive specialised equipment for local contractors to hire, in instances where absence of equipment is a challenge. Similarly, materials laboratories must be equipped to provide all required tests of engineering materials. And

the funding must come from government. This will go a long way in providing capacity. It will come with the necessary training to local engineers. And provide jobs and most importantly, will get local technocrats up to speed with the current engineering best practices. With this, it will ensure that quality of work output is commensurate to amount of money allotted to each project. In that way, problems related to quality failure of engineering works; cracks, design errors, cost overrun, delay by the client and contractor, 'gamesmanship' by contractor, and all, are put to rest. Now let's unravel the gist of this article. And back to the important question, once again, of where are the local contractors in our major projects? Of all national projects underway, most if not all, are being implemented by foreign-based companies. So, will the continued absence of local construction companies hurt the building and construction industry in Uganda? I say yes! This bothers me to hell! It sends disturbing messages especially given the significant level of training (some from abroad) that Ugandan engineers have had. And yet they cannot be given full chance to contribute to solving engineering-related challenges in their own country? It has been said many times, that one would tend to think that local companies lack resource capacity to deliver works on the big stage. True. So why do we continue to train engineers if they are constantly being relegated to stare at joblessness and doing minor engineering stuff - sub-contracting from the 'superior' foreign companies and are reduced to grading a few kilometres of earth roads, re-graveling, etc? They end up settling for things like that really? This prolongs the growth of local capacity. Local contractors have been anonymous on these projects for long enough. There is a lot to it. One is that probably because funding agencies in these projects dictate the award of grants to projects that tie implementation to foreign-owned companies. And so in the end, profits from these lucrative projects are taken abroad.

Foreign-owned companies will only come here to make profit. And leave immediately upon attaining their objectives. Then we are left to wonder how to proceed in terms of sustaining our infrastructure. Since maintenance seems to be among the big problems with our infrastructure. It leaves local engineers with a lot to ponder. Therefore, given the pace of technological advancement, training in engineering alone does not provide nice solutions. Among the things that might do the trick is; we should be able to develop local contractors technically and financially as well. And government has a big part to play in this. Government must come in to assist in adding to the resource capacities to enable local contractors be competitive when such huge projects come about. Government can negotiate infrastructure grants that favour local technocrats. Force the hands of foreign contractors to have local engineers at the helm of projects. Till a time when we have created good capacity to manage big projects independently. In this way, we will be heading towards the much needed middle income.

As a matter of urgency, the time is now. Fully involve local firms earlier on, in the way forward. Until this is done, we will continuously call upon foreign contractors to do our job.

And in so doing, deprive local firms of vital experience. So let us refrain from limiting our capacity to deliver wonders even if the money comes from abroad. We (our children and grand children) will still be required to pay back the loans anyway, with huge interests.

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EXPERT OPINION: FINANCING THE CONTRACTOR. PRENSENTING YOUR FINANCING REQUEST TO THE BANK

By: Don Twine, Head of Business Development, CBA Bank Uganda

In the The Contractor Issue, No. 9, July 2016, I discussed the tips for contractors on how to improve their chances of obtaining credit from the banks and in general I emphasized the financial and non-financial elements. In this issue, I would like to look at a very important activity in the process of request for financing and that is how the contractor can present his request to the bankers for consideration.

I usually say, banks are the business of offering credit but are not in the business of approving every credit request presented to them. Only good applications are considered for financing. When a request is presented to the bank it is assessed and a decision is made. The decision can be the desired one of approval as requested, or can be approved but with some changes to the request and at worst it can be declined. So it's not automatic that the request will be approved as requested. The same way you pitch for jobs is the same way you pitch for financing. The contractors' desire is an approval. So how does the contractor present the case so it's acceptable?

First and foremost, there must be a reason why you want funding from the bank. This starts with key basics that you are contractor and by that you are required to continuously bid for contracts thus you need bid bonds. Secondly that you have either already won a contract (s) or you about get new contracts and you are preparing early for the securities like Performance Guarantees or Advance Payment well in advance. You may also want to acquire business assets like machinery to help in the contract execution. You may also need working capital. Thus for contractors it all rotates on contracts either ongoing or about to be awarded to you. Some of this financing if not all can be arranged by the company itself from its own resources without the banks, but that is in theory. In reality, the way the system is wired, you will need the banks irrespective of the company capacity.

So after knowing that you have a need for financing and in what form, amounts and duration, the next step is to approach the bank. All regulated commercial banks in Uganda offer these services, only the terms of offer may differ. Now you approach the bank to present your request. What do you need to do?

First impression is the last impression so they say. Thus proper and convincing presentation will paint a lasting impressive image to the bank and thus improves the chances of approval of the request.

How you present the case is very important. To start with please prepare a proper company profile. This should highlight the positives about the company. These include the company names, the size of the company in terms of the balances sheet or capitalisation, the governance structure; Directors and Senior Management and their profiles, the resources base and these are Financial, Technical, Human and technology; statutory certifications like certificate of Incorporation, Memorandum and Articles of Association, the trading licence, tax clearance and any membership of business clubs like Private Sector Foundation or Uganda Chamber of Commerce and Industry and others. Of course your corporate identity elements like the mission, vision statements, corporate values, logos. There are many more aspects you are proud of that you will want your bankers to know and these should

be included.

It's important to give key highlights in form of movements or achievements from previous periods for say last 5 years. Be proud of your history if good and exists. This shows the banks that the company is growing and is destined for further growth. The ideal is to see grown year on year but obviously realities can bring some contractions or shocks but these should also be explainable.

A good presentation of the company profile will give the banker's credit assessment team the confidence about the company they are dealing with. Banks have several stakeholders and among them the shareholders. The bank executives are under obligation to protect their shareholders funds and one key way of achieving this is to deal with creditable organisations as their clients. No one is interested in dealing with a borrower that has no strong foundation.

There is having a well written company profile but presenting it to the bank is another thing. Assemble a team to present the case to the bank. The key personnel on the team is the company CEO, Finance Manager and Operations/Technical manager. Depending on how the bank is structurally organised and the size of the request, you will present either to senior management Team or the Relationship management Team of the bank. In the meeting, be ready to defend your application if any question arises.

You will need to available letters of reference about past projects undertaken. Some of your clients will be happy to give letters of reference about the company for project well executed. These if available include them as they give the banker the impression about your ability to execute the tasks.

Realistic projections are important. The facilities requested for should be in line with the company objectives and capacity and justified when compared with previous year's businesses. If for instance you project the facilities to grow 10 fold or so, the bankers will query your capacity to execute the tasks.

The structure and tenor (period) of the credit facilities required is very important. For contractors, banks will focus more on guarantees and less on funded facilities (loans or overdrafts). The funded line should be low amounts for Overdrafts for working capital and Certificate Discounting. Loans are for asset acquisition. Banks will have a challenge financing a contractor for large on balance sheet lines because of the risk of cashflow mismatch and diversion to activities not related to the company objectives. The banks prefer to for instance give the APG to the contactor and in turn gets funding for mobilisation from the employer and subsequently discounts the certificates.

> ***...give key highlights in form of movements or achievements from previous periods for say last 5 years. Be proud of your history if good and exists. This shows the banks that the company is growing and is destined for further growth.***

Banks will scrutinise the performance of previous credit facilities whether the contractor banks with the bank or with other banks. This is why maintaining a health CRB (credit Reference bureau) record is vital. Cases of unpaid cheques on account, loans in arrears etc are not health. If such case are there, be ready to defend them.

Prudent corporate structures demand that the contractor does not exhibit key man kind of operations. Just because most of the contractors are still young companies, sometime they lack good governance structures and the founder is everything from Finance to operations. Therefore as the company pitches to the bank, let it have a team comprising of the CEO (who could be the founder) and a different person in the role of Finance Manager and another one in the role of Projects/Operations manager accompanying the company CEO.

A projects progress report is very important. This should capture the list of projects completed in the recent period, with full information like the contract amount, the gross profit, the accounts payable, account receivable, date completed and other key information for each of the projects. For the ongoing projects report, capture items like Total contract amount, billings todate, Costs todate, estimate of costs to complete, target completion dates, advances todate and others. A properly done report will give the bank a good feel of cash inflows and outflows and any financing gap.

The most important element as you pitch for credit is to show to the bank with confidence that company has projects and is capable of executing them and is also able to bid and win more. Ability to mobilise resources is very important for projects execution.

Banks have credit assessment and approval teams separated from the relationship management teams. So the teams you meet must be assisted in terms of full information and disclosure so as to appreciate your company operations and in turn present on your behalf to their colleagues for approval of the facility. If unfortunately the facility request is declined, it's not end of the road. It calls for you to reassess your request and you make adjustments in the key element and reapply as one of the options. Alternatively, you can consider approaching another bank. Banks have different risk appetite. What may be rejected by one can be acceptable by another bank.

Contractors should always endeavour to seek financing early and avoid last hour rush. Approach the bankers early in the year to arrange the credit lines for you. Approaching the bank when you have a few days to submit the bid may not always work for you.

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Carmix 3500 TC: design on the work site

Aerodynamic lines, attractive profile and power. It's the new Carmix 3500 TC, an evolution that speaks the language of design, innovation and advanced technology.
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The search for a new design was based on the desire to offer well-finished machines that can ensure the highest level of performance and reliability on the worksite. And, of course, an "intelligent" design studied to offer even more comfort to users with more ergonomic controls, full-view visibility and an air-conditioned cab. Greater operator comfort means greater satisfaction, safety and productivity.
Like the wide range of Carmix products, the 3500 TC model is a combination of technology and design to offer powerful and versatile work tools. The concrete mixer has an actual yield of 3.5 m3, a double mixing blade, a mixing and jet speed, regardless of the number of turns of the diesel motor, and a concrete jet in reverse; then, a 600-liter loader - controllable with the Joymix - with a hydraulic command opening to load the sand or gravel directly into the barrel. Finally, the machine can also handle, even when fully loaded, slopes up to 30%. Each of these elements responds to the specific needs observed by the attentive operators of the construction world: a commitment that Carmix has pursued for more than 40 years on five different continents.

A one of a kind weighing system in the world

Concrete-Mate is the revolution of the concrete production industry. Thanks to this new device, the mix can be weighed directly inside the barrel. Unlike many similar systems present on the market and which use a hydraulic system built on the blade, the one installed on the new Carmix 3500 TC ensures extremely reliable data on the quality of the concrete. This device is added to the essential element that has always been inspired by Carmix's philosophy: the self-loading cement mixer was born to offer a machine that can prepare concrete on site. Less mechanical stress, due to the mixing and transportation, thus results in a decreased need of additives. The result? An excellent quality product ready to be used on any worksite, at any latitude, quickly and punctually. The quality is confirmed by the Legal for Trade certificate, an accreditation that ensures the superior accuracy of Concrete-Mate in all countries where this strict procedure is effective, such as - amongst others - Europe, Australia, Canada and Russia.

Digital technologies for a perfect product

Today, productivity means having more control and information to achieve consistent performance in terms of quality and quantity. The great innovation offered by Carmix leads in this direction as far as the most recent machines are concerned, such as the new 3500 TC: Promix. A state of the art digital device ensures an always-perfect mix design for all application needs. The name contains the secret ingredient of this technology: Promix, in favor of the mix design, Promix as a professional tool, Promix because its heart is a probe. Indeed, Promix is a measuring instrument composed of a stainless steel probe that is housed inside the mixer and supplied by a solar panel. A display in the cab receives information in real time. The sensor provides details on the slump, temperature, moisture and rotational speed of the concrete mixer, but it also tells users when the mixture is ready. All the data is constantly updated every ten seconds and sent to the receiver, thanks to a very easy to read display. Thus, the operator always knows all the parameters of the concrete that is being prepared. Such information can be stored in an external computer or sent to other mobile devices via the GPS network.

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APTECH AFRICA EMPOWERS REMOTE COMMUNITIES WITH CLEAN WATER AND SOLAR POWER

By Francis Agaba

Aptech Africa has been on the Ugandan market for just a year, but they are already impacting lives of rural people with clean water and renewable energy.

Aptech Africa has been in business for 10 years. Originally from Eritrea, the company recently transferred its headquarters to Kampala in 2015.

Aptech Africa is at the forefront of countering the negative effects of climate change through renewable solar energy and providing clean water to remote areas across Africa

Having identified a need for clean water and clean electricity in remote parts of Africa, Aptech Africa jumped at the opportunity. They have so far set up big solar projects in partnership with NGOs', governments, as well as communities through mini solar grids. Their solar powered water systems are providing water to thousands of people in Southern Sudan. Over 300 households of up to 6 people each have been served so far.

Aptech Africa prides in sourcing only the highest quality European products with low maintenance and long warranties. Their track record has earned them exclusive dealership for Grundfos solar pumps from Denmark.

Due to the quality of products they stock, Aptech Africa has had a good reception on the market, and their clientele has grown tremendously. Some of the clients served include ; Adventist Relief Services, UNFA, GIZ, The World Bank, Red Cross, Canadian Red Cross and AMFREF.

Corporate Social Responsibility

In partnership with local NGO's, Aptech is bringing clean water to communities in Karamoja. They also support a local charity in Miriyante – Kyegegwa District in Western Uganda.

Aptech supports gender equality in the male-dominated solar industry. In that regard, they encourage women to enter the field through mentorship programs designed to empower women engineers.

New Bitumen Emulsion Plants from

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As one of the worldwide leaders in Bitumen Handling Equipment, the company MASSENZA is offering many different plants for bitumen emulsion manufacturing.

The actual range comes out from a complete redesign of the previous units, recently made by the company following its strategy for continuous improvements of the solutions offered to its customers. The research program was launched in mid 2013 with the aim of increasing lifetime and improving performances of all its emulsion plants.

The first issue to face was the prevention of the corrosion phenomena usually occurring in the water phase tanks after a few years operating.

As a matter of fact, despite the use of anticorrosive painting to protect the internal tank walls, the high degree of acidity (ph value down to 1) made the water so aggressive that lifetime of these tanks was often dramatically reduced. Even the use of stainless steel resulted not to be as efficient as expected to totally prevent corrosion damages, not to mention the much higher manufacturing costs.

Consequently, MASSENZA company started to search for a new material able to resist to both acidity and weight (3.500 l tank capacity corresponding to 3,5 ton weight) at a temperature up to 60 °C. After different trials, a special plastic material was chosen suitable for applications with high acid concentration and high temperatures, totally resistant to UV, made and produced under patented design and mould. This special material is now used to manufacture all water phase and additives tanks, so ensuring that corrosion problems are fully prevented and the lifetime of the overall unit is greatly increased !!

The second challenge was related to make the dosage of water additives more accurate and user-friendly.

As a matter of fact, emulsion performances and breaking time are strictly dependent upon the proper amount (and type) of additives, whose handling is anyway to be carefully managed due to their aggressive nature (namely hydrochloride acid and amines).

A new system has been consequently developed, where the two additives small tanks (in the same plastic material above described) are installed on loading cells measuring the quantity in loss of weight. Production recipes with the right dosage of each additive can be stored in a dedicated control panel placed nearby these tanks; according to the recipe, automatically each additive pump fills its own tank up to the desired quantity measured by the loading cell system; then the same pump is used to transfer the additive into the water phase tank.

In such a way two key targets have been reached: a perfect dosage of the additives, thanks to the quantity control assured by the loading cell system, and a totally safe additives handling, thanks to the close loop by the additives pumps working without any contact by the plant operators !!

These two key improvements became the main added values of the MASSENZA emulsion plants series EASY, EVO and MATIC, a new family including all mobile

plants that can be assembled on skid or put inside a 20' or a 40" container.

Just after his launch, the EASY 3500 SK plant immediately had a great success, thanks to its small size of just 1 to 3 Tons/hour and its low purchase cost, and it has been very much appreciated by the customers. This plant has been specifically designed to match the request of road contractors willing to produce small amounts of emulsions for their own use and consequently having a limited budget available for plant procuring.

For bigger production needs the best choice is the EVO plants family, available in two different options; the EVO 3500 AB TS with a production output of 3 to 6 Tons/hour and the EVO 3500 AAB TS with a production output up to 10 Tons/hour. Both plants are operated by a PLC with Touch Screen terminal, so that the production cycle can be run in either semi-automatic or fully automatic mode. Depending upon plant configuration, each step of the production is controlled in terms of materials temperature, level, flow, etc.

In case that bigger output is needed – as for trading companies – then the biggest plant MATIC 3500 AA TS can ensure a production of some 10 to 15 Tons/hour of bitumen emulsion almost in a continuous way. This is a high performing unit with an advanced degree of automation which ensures a complete and automatic monitoring of all process steps.

Except EASY, all other plants can provide a detailed report for each production batch, stating quantity, temperatures, timing, etc.; the resulting spreadsheet can be either saved on a key or directly printed by a special printer connected to the PLC (supplied as optional).

Thanks to these latest developments on the bitumen emulsion plant technology, MASSENZA company looks ahead to maintain its leadership on world wide scale!

UNABCEC 2017 Quarterly Calendar

DAYS	JANUARY		FEBRUARY		MARCH	
MONDAY						
TUESDAY						
WEDNESDAY						
THURSDAY						
FRIDAY						
SATURDAY						
SUNDAY						
MONDAY						
TUESDAY						
WEDNESDAY						
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SUNDAY						
MONDAY						
TUESDAY						
WEDNESDAY						
THURSDAY						
FRIDAY						
SATURDAY					29	
SUNDAY					30	
MONDAY					31	
TUESDAY						

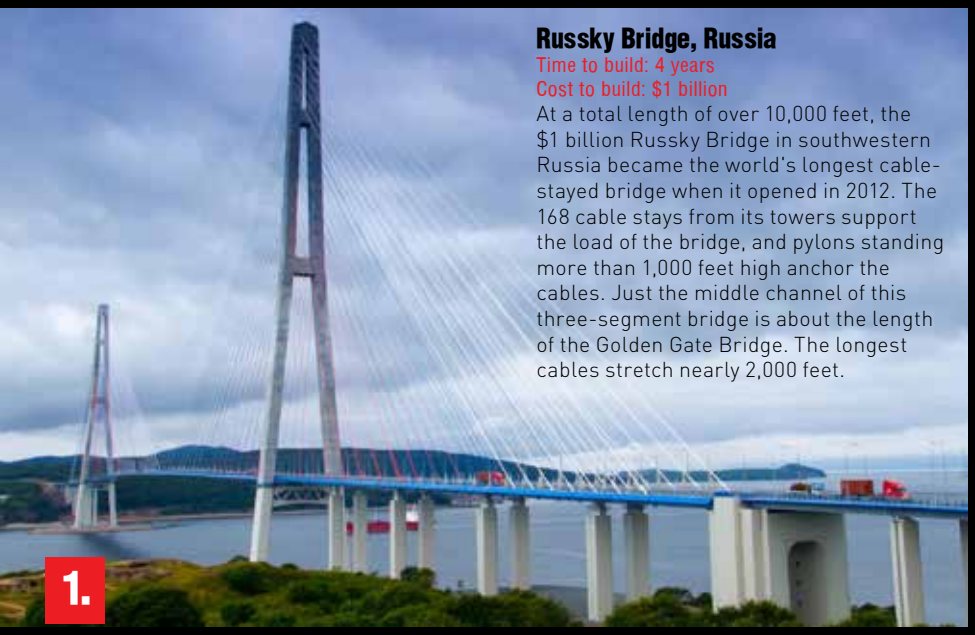
KEY:

- Public Holidays
- CSM Training
- Sector working chapter
- Networking Events
- AGM
- SPP Training

The World's 25 Most Impressive MEGA PROJECTS-Pt 2

Source http://www.popularmechanics.com

In this 2 part series, we shall explore the world's biggest and boldest construction projects. Look out for Part 2 in the next issue. Now feast your eyes and senses on the planet's most extreme projects.



Russky Bridge, Russia

Time to build: 4 years
Cost to build: $1 billion

At a total length of over 10,000 feet, the $1 billion Russky Bridge in southwestern Russia became the world's longest cable-stayed bridge when it opened in 2012. The 168 cable stays from its towers support the load of the bridge, and pylons standing more than 1,000 feet high anchor the cables. Just the middle channel of this three-segment bridge is about the length of the Golden Gate Bridge. The longest cables stretch nearly 2,000 feet.

Bertha Tunnel-Boring Machine, Seattle

Time to build: 2 years
Cost to build: $80 million

While Bertha hasn't moved forward since it got stuck underground in December 2013, the world's largest tunnel-boring machine, at 57.5 feet in diameter, is undergoing repairs that should have it churning dirt again this fall. The 7,000-ton, 326-foot-long machine needed even more robust power to make it all the way under downtown Seattle as it digs a new transportation artery.
Ted S. Warren

Shanghai Tower, China

Time to build: 8 years
Cost to build: $2.4 billion

When the world's second-tallest building opens, probably later this year, stacked steel plates will create a "tuned-mass damper" at the top of Shanghai Tower to protect it against swaying. At 2,073 feet tall, there's plenty of room inside the tower for offices, hotel rooms and public space. The 21 sky lobbies should also offer plenty of mind-blowing views.
Imaginechina

Silver Line, Washington, D.C.

Time to build: 8 years
Cost to build: $6.8 billion

The D.C. Metro is adding a color. The new silver line required 11.7 miles of new track and five new stations for the completion of phase one, which opened in 2014. Work has already started on phase two, which will add another 11.4 miles of track and six new stations, including a much-needed connection to notoriously difficult-to-reach Washington Dulles International Airport. The silver line has been noted as one of the most complex transportation projects in the country, as engineers had to plan and build amidst the already developed region.

Shanghai Tower, China

Time to build: 8 years
Cost to build: $2.4 billion

When the world's second-tallest building opens, probably later this year, stacked steel plates will create a "tuned-mass damper" at the top of Shanghai Tower to protect it against swaying. At 2,073 feet tall, there's plenty of room inside the tower for offices, hotel rooms and public space. The 21 sky lobbies should also offer plenty of mind-blowing views.
Imaginechina

Beijing Daxing International Airport, China

Time to build: 5 years
Cost to build: $13 billion

This will be the home of the world's largest airport terminal, the gleaming Terminal 1, designed by Zaha Hadid. Built to accommodate 100 million passengers per year and with seven runways and 7.5 million square feet of the space, the airport's first phase should finish in 2018, with the rest slated to wrap up in 2025.
Courtesy Zaha Hadid

Etihad Rail, United Arab Emirates

Time to build: Unknown
Cost to build: $11 billion
Rail may soon be the fastest and easiest way to get around the United Arab Emirates. The three-phased Etihad Rail project, which now has the first phase wrapped, plans to connect 745 miles of new rail across the country to link with Saudi Arabia, Qatar, Oman, Bahrain, and Kuwait.
Ethiad Rail/Facebook

State Route 520 Floating Bridge, Seattle

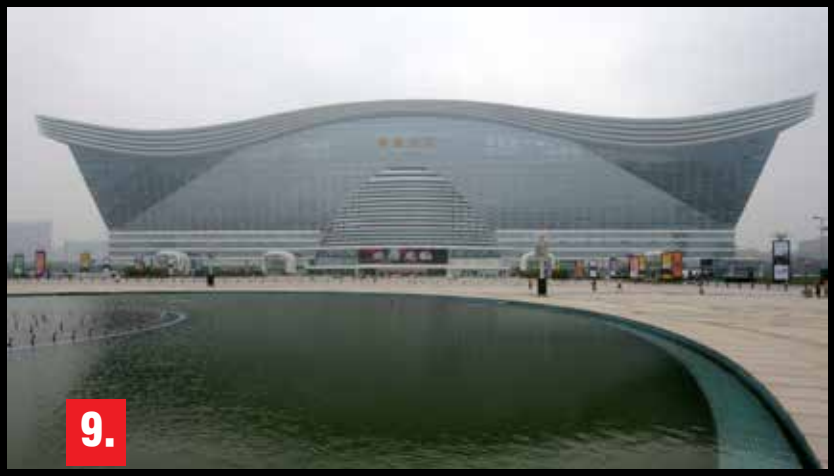
Time to build: 5 years
Cost to build: $2 billion

Concrete floats quite nicely in Seattle, where engineers have devised a 7,710-foot-long floating bridge, the longest in the world. The new State Route 520 bridge will replace the current world's longest on a stretch of highway that floats across Lake Washington, connecting Seattle to points east. The new structure, rising 20 feet above the water, will open to traffic in spring 2016.
Elaine Thompson

New Century Global Centre, China

Time to build: 3 years
Cost to build: Unavailable

At more than 18 million square feet, the New Century Global Centre is the world's largest freestanding building in terms of floor space. The structure includes multiple shopping malls, hotels, offices, theatres, theme-park-like attractions, and even a water park.
Imagechina



Beijing Daxing International Airport, China

Time to build: 5 years
Cost to build: $13 billion

This will be the home of the world's largest airport terminal, the gleaming Terminal 1, designed by Zaha Hadid. Built to accommodate 100 million passengers per year and with seven runways and 7.5 million square feet of the space, the airport's first phase should finish in 2018, with the rest slated to wrap up in 2025.

Atlanta Falcons Stadium, Atlanta

Time to build: 3 years
Cost to build: $1.2 billion

Any new football stadium is probably going to get a retractable roof. This $1.2 billion altar to opulence, however, has one that's rather unusual: It's made of eight roof "petals" that create a camera lens-like effect when the roof opens and closes. Made of ETFE fabric, the translucent panels allow light into the stadium even when they're closed. The roof will take eight minutes to open and expose the brand-new stadium planned for a 2017 opening.

Al Maktoum International Airport, Dubai

Time to build: Estimated: 20 years
Cost to build: $31 billion

The original opening in 2010 was never meant to be the final word on the new airport for Dubai. Al Maktoum will receive a $32 billion expansion set to last up to eight years that will allow for 220 million passengers per year to fly out of the desert. The shear scope of an airport spread over 21 square miles will accommodate 100 Airbus A380 aircrafts at any given time.

UNABCEC

STRATEGIC PRICING FOR PROFIT TRAINING

We have the answer;

UNABCEC has organised a 3 day non residential training on Strategic pricing for profit (Estimating, Costing and Building up rates) foe owners of construction projects, contractors, consulting Engineers, project managers and all those involved in construction works.

About the course

The training will bve delivered by ateam of Ugandan expets. By the ebnd of the training, you will be able to;

1. Build-up realistic unit rates based upon evidence of costs and productivity
2. Identify opportunities for profit from tender documents and bills of quantities using Contractor's estimates
3. Price competitive tenders
4. Assess and cost common risks and allow for contingencies
5. Make final adjustments to win tenders
6. Monitor and record costs to provide a firm foundation for building up rates

Registration

The course is open to the public at the cost of UGX 600,000/=to cover for tuition, training materials, a certificate, lunch and refreshments, payable in advance. Certified UNABCEC member will be subsidized at a cost of UGX 500,000/=

Registration deadline is 5:00pm Wednesday, 7th September 2016

Payment options

By Cheque to UGANDA NATIONAL ASSOCIATION OF BUILDING AND CIVIL ENGINEERING CONTRACTORS

By Bank transfer to Acc No. 0102010826300 Standard Chartered Bank, Speke road Branch

For further information, contact The Secretariat

Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)
Plot M764, Coronation Avenue, Showgrounds, Lugogo/ P. O. Box 34046, Kampala, Uganda
Tel: +256 (0)392 795 036 / 0312209400

Email: unabcec@unabcec.co.ug; unabcec@yahoo.com

www.unabcec.co.ug

8TH TO 10TH SEPTEMBER 2016 KAMPALA

ARE YOU INVOLVED IN CONSTRUCTION AND WANT TO:

1. Understand the tender documents and specifications
2. Control your project costs
3. Ensure you price tenders competitively and profitably
4. Empower your management to decide whether to tender

MEMBERS' DIRECTORY - 2016

WHEN IT MATTERS MOST TRUST A UNABCEC CONTRACTOR, THE BEST TRAINED, HIGHLY SKILLED AND MOST TRUSTED CONTRACTORS IN UGANDA

CLASS A-1

International - MULTIBILLION Annual contracts

ARAB CONTRACTORS (U) LTD
Plot 20 Upper Naguru East Road
P.O Box 7289, Kampala
0392786340, 0776005624
Email:arabco@africaonline.co.ug
CONTACT PERSON: Mr. Mohammed Tolba

ATCON INTERNATIONAL UGANDA LTD
Plot 90, Kanjokya Street Kanjokya House, Suite-04A
Tel: 0414532499, 0706786797
Email:atcointl@gmail.com
CONTACT PERSON: Mr. Faakhir Saeed

CEMENTERS UGANDA LIMITED
Plot 130, 6th Street Industrial Area
P.O Box 22766, Kampala
Tel:0414346847, 0414346803
Email:cementer@uganda.com
CONTACT PERSON: Mr. Razak

CHINA NATIONAL AERO-TECHNOLOGY INT. ENG. CORP LTD
Plot 121, Kyadondo Block 243, Luzira.
P.O.BOX: 27508 Kampala
Tel:0414-532455, 0754-734591,0755 682990
Email:williamsamani@hotmail.com,tailaibi@hotmail.com,sabrina3860@163.com
CONTACT PERSON: Mr. Chen Zhijun

CHONG QING INTERNATIONAL CONSTRUCTION CORPORATION
Plot 1472, Kyagwe seeta. Mukono
P.O Box 27502, Kampala
Tel:0777 827651,0786-013442
Email:cicouganda@gmail.com, jackiemusasizi@gmail.com
CONTACT PERSON: Ms.Jackie Musasizi Nakidde

COMPLANT ENGINEERING & TRADE (U) LTD
Plot 1256 Najeera Rd Ntinda
P.O.Box 7370, Kampala
Tel:0414-566791,0772-768968,0785- 67368,0772 683335
Email:info@complantug.com
CONTACT PERSON: Mr. Zhou Charles Ma Junqin

HUA XIA INTERNATIONAL CONSTRUCTION CO. (U) LTD
Plot 1256 Najeera Rd Ntinda
P.O.Box 7370, Kampala
Tel:0781 798347
Email:huaxia_ltd@163.com
CONTACT PERSON: Mr. Felix Chen

JESANI CONSTRUCTION LTD
Plot 923 Kyadondo,Block 208
Tel:0755 788890
Email:engineer@jesaniconstruction.com
CONTACT PERSON: Mr. Otong Moses

MOTA-ENGIL ENGENHARIA CONSTRUCTION.
Plot 4 Upper Kololo Terrace Kampala
P.O.Box 8453, Kampala
Tel:0771 009278,0392 203031
Email:info@mota-engil.ug
CONTACT PERSON: Francisco Franca

SAMHEE CONSTRUCTION CO. LTD
Plot 7, Ssuna II Road
Tel:0776 871827
Email:tosamheee@gmail.com
CONTACT PERSON: Kim Hyungsul

SARJAN CONSTRUCTION LTD
Plot 19 Mackenzie Vale, Kololo
P.O Box 24498, Kampala- Ug
Tel:0772 522810,0711 522810,0414 580987
Email:sarjanconstruction@yahoo.com
CONTACT PERSON: Chintan Vyas

TERRAIN SERVICES LTD
Plot 93 Lubowa-Lweza, Entebbe Road
P.O. Box 23132, Kampala,
Tel:0414 200119,0752 720953,0392 177267,0752720955
Email:paul.cockrell@terraingroup.org
CONTACT PERSON: Paul Cockerill

VAMBECO ENTERPRISES LIMITED
Plot 43 Kanjokya Street, Kamwokya
PO.Box16220, Kampala
Tel:0772-748351,0414-543510,0772 716220
Email:vambeco@vambeco.com
CONTACT PERSON: Mr. Banteyehum Haile

CLASS A-1

Local - ANNUAL CONTRACTS ABOVE UGX 10 BILLION

AMBITIOUS CONSTRUCTION LIMITED
Plot 1, Swaminarayan Close, Wankulukuku Road,Nalukolongo
P.O Box 12452, Kampala
Tel:0414 273453/4
Email:ambitious@prayoshagroup.net
CONTACT PERSON: Parsant Ramji Patel

ARMPASS TECHNICAL SERVICES
Plot 1243/4 Block 228 Kyadondo, Mbalwa- Namugongo
P.O.Box 786, Kampala
Tel:0772 436 595,0753 436595,0752 736 595,03929 44975
Email:fkaruhanga@armpass.co.ug,info@armpass.co.ug
CONTACT PERSON: Francis Karuhanga

BABCON UGANDA LIMITED
Plot 30 kome Crescent Luzira
P.O Box 2100, Kampala
Tel:0414 220327, 0772 472018
Email:gbyamukama@babcon.co.ug
CONTACT PERSON: Godfrey Byamukama

DOTT SERVICES LTD
Plot 30, Bukoto Crescent, Naguru Hill.
P.O.Box 20005,Kampala
Tel:0414-566140,0772-911207
Email:info@dottservices.biz
CONTACT PERSON: Mr. Maheswara Reddy

EXCEL CONTRUCTION LIMITED
Plot 43/45 Eng Zikusooka Way
P.O Box 1202, Jinja
Tel:0434122068,0414505959, 0752229955
Email:excel@excelconstruction.org, vik@excelconstruction.org
CONTACT PERSON: Satvinder Saini

IBB INTERNATIONAL LTD. A-1 Local
Plot 2019 Mbogo Drive, Kisugu
P.O Box 1580, Kampala
Tel:0414 660131, 0702 466927, 0757 717515
Email:info@ibbi.biz
CONTACT PERSON: Don Mubiru

PEARL ENGINEERING COMPANY LIMITED
Plot 816, Nsambya Road-Kabalagala behind shell petrol station
P.O. Box 7553, Kampala
Tel:0414 266144, 0772 799 250, 0772 772809
Email:bgumisiriza@pearl-engineering.com
CONTACT PERSON: Mr. Gumisiriza Birantana

PIONEER CONSTRUCTION LIMITED
Plot 37/39 5th Street Industrial area.
P.O Box 21160, Kampala
Tel:0772-774086, 0414-345573
Email:pioneerconstruction@infocom.co.ug
CONTACT PERSON: Mr. Charles Kyenkya

RHINO INVESTMENTS LIMITED
Plot 14, Nakasero Road Suite 3
P.O Box 229075, Kampala, Uganda.
Tel: 0414-230167
Email:rihinvesta@yahoo.com
CONTACT PERSONS: Hope Mugyenyi,Lionel Mugyeni

ROKO CONSTRUCTION LTD
Plot 160 A & B Bombo road Kawempe.
PO.Box172 Kampala
Tel:0772-767472, 0414-567331, 0414-567305
Email:roko@roko.co.ug
CONTACT PERSON: Diana Nyakato

SEYANI BROTHERS & COMPANY (U) LIMITED
Plot 1469, Ggaba Rd
Nsambya Behind Caltex Petro Station
PO.Box 21745, Kampala
Tel:0755 789006, 0414 266218, 0712 789005,0752-578006
Email:sbcu@seyani.com, sarfaraz@seyani.com
CONTACT PERSON: P.Manish Seyani

SEYANI INTERNATIONAL COMPANY LTD
Plot 124/5/6 Bombo Rd Kawempe
P.O.Box 23067, Kampala
Tel:0414-566309, 0756222760, 0772 222760
Email:info@seyanintug.com, nseyanintug.com
CONTACT PERSON: Nimesh.K Seyani

VEKSONS U LIMITED
Plot 30, Regency Plaza, 1st Floor
P.o Box 20199, Kampala
Lugogo Bypass
Tel:0414 258662
Email:vul@veksonsultd.com
CONTACT PERSON: Hitesh Hirani

CLASS A-2

ANNUAL CONTRACTS BETWEEN UGX 5BN TO UGX 10 BN

ABUBAKER TECHNICAL SERVICES & GENERAL SUPPLIES LTD
Plot 1021 & 2687 Bweyogerere
P.O Box 29087, Kampala
Tel:0772-577781, 0392-949990
Email:abutech2002@yahoo.com
CONTACT PERSON: Juma Kutakulimuuki

ADT AFRICA LTD
Plot 7 Spring Close (off 5th Street) industrial area Bugolobi
P.o Box 1023, Kampala
Tel:0414 221565
Email:office@adtafrica.com
CONTACT PERSON: Ben Vietnieks

BALAJI INDUSTRIAL AND AGRICULTURAL CASTING LIMITED [1]
Plot 151, Bbuye Ssempagala zone
P.O Box 71631,Ntinda
Kampala, Uganda
Tel:0755 064018, 0392176587
Email:info@balajialps.com
CONTACT PERSON: Ravindranath Chowdary

BVS CONSTRUCTION LTD
Plot 1693,1828 Zana
P.O Box 22186
Tel:0772 790075, 0414 200395
Email:jayarambalaka@yahoo.com, bvsuganda@gmail.com
CONTACT PERSON: Jayaram Balaka

COSTA CONSTRUCTION SERVICES LTD
Plot 426/427, Buwate, Silyamuwogo Road
P.O.Box 23113, Kampala
Tel:0712-502070, 0414-510209
Email:jnwanzira@costaconstruct.com
CONTACT PERSON: Jonathan N Wanzira

KASESE NAIL & WOOD INDUSTRY LIMITED
Plot 936/970 Block 16 Ndeeba Masaka road & Plot 26/28 -2nd Street Ind. Area
P.O.Box 103, Kasese
Tel:0752 244116, 0772 244111
Email:markn@knwi.co.ug,info@knwi.co.ug
CONTACT PERSON: Mr.Nsubuga Mark

KATO CONTRACTORS LIMITED
Plot C5 Naguru Community Estate, Old kira road-Bukoto
Tel:0414 580950
Email:info@katocontractors.com
CONTACT PERSON: Mr. Jackson Kato

KIRU GENERAL SERVICES LTD
Plot 92 Buye, Ntinda Kigoowa.
P.O Box 3463 Kampala
Tel:0772 401781
Email:gpkiberu@yahoo.com
CONTACT PERSON: Eng Kiberu George Patrick

KRISHNA CONSTRUCTION CO.LTD
Plot 217/219 6th Street,Industrial area
Tel:0312 261677
Email:dharmesh@krishnaconstruction.com
CONTACT PERSON: Dharmesh Vasudev Patel

LIVECO ENGINEERING & INVESTMENTS LIMITED
Plot 132, Kirinya,Bweyogerere
P.O.BOX 30315, Kampala - Uganda
Tel:0712 110036, 0392 947494
Email:liveco2000@gmail.com
CONTACT PERSON: Ampaire Michael

MUMA CONSTRUCTION LTD
Ntinda- Kulambiro Road
P.O Box 91 Kampala
Tel:0772431806, 0392847699, 0312513214
Email:mosestibs@gmail.com
CONTACT PERSON: Tiberondwa Moses

NICONTRA LIMITED
Plot 32 Martyrs way, Ntinda
P.O Box 5588, Kampala
Tel:0392 716055, 0772 821 874,0414 286261
Email:nicontra@gmail.com, byenic@gmail.com
CONTACT PERSON: Byengoma Nicholas

RODO CONTRACTORS LTD
Old kireka road Mbuya 11 zone 1
P.O Box 28505, Kampala 0392 940788
Email:wamimbi@yahoo.com
CONTACT PERSON: Wamimbi Robert

ROYAL TECHNO INDUSTRIES LIMITED.
Plot 2220, Aqua Complex Building
Port bell Road Luzira
Kitintale
Tel:0414 220573
Email:rtiluganda@gmail.com
CONTACT PERSON: G.K Reddy,Rakesh Rooppak

STONE CONSTRUCTION LIMITED
Plot 244 Block 397 Lutembe,Kajjansi Stage - Follow Sign Post
P.O Box 7677, Kampala
Tel:0752-732373, 0772-742474, 0772-532375
Email:stone@afsat.com
CONTACT PERSON: G.K Reddy,Vekaria Gopal

TECHNO THREE UGANDA LTD
Plot 487 Mengo road, Wakaliga Natete
P.O Box 37492
Tel:0772 611688, 0772 594446
Email:techno3ugltd72@yahoo.com
CONTACT PERSON: Amandeed Singh

UMBA CONCEPTS LIMITED
PLOT 2 KYAGGWE ROAD
KATI HOUSE
Tel:0392 081638
Email:mulumbaz@yahoo.com
CONTACT PERSON: MULUMBA ISAAC SEMBEREWE

UGANDA MARTYRS HOUSING AND CONSTRUCTION COMPANY LTD
Plot 276 Pope Paul IV Road
Namugongo

P.O.Box 2789, Kampala 0756 375741
Email:okello.ateker@gmail.com
CONTACT PERSON: Okello Francis

CLASS A-3

ANNUAL CONTRACTS BETWEEN UGX 2.5BN TO UGX 5BN

EPSILON UGANDA LTD
Plot 1413 Mbogo Rd, Kampala
P.O.Box 12647 Kampala
Tel:0414- 252076, 0772 353981
Email:epsilonugandalimited@gmail.com
CONTACT PERSON: Moses Kitaka

SAROVA INTERNATIONAL BUILDERS (U) LTD
Plot 940 Ntebe Tebwe Bweyogerere
PO.Box 40393, Kampala
Tel:0772-918754, 0414-287360
Email:soravab@yahoo.com
CONTACT PERSON:
Hajji Lakhaman Vekariya

CLASS A-4

ANNUAL CONTRACTS BETWEEN UGX 500M TO UGX 2.5BN

ADAPT TECHNICAL SERVICES LTD
Plot 1376, Kyadondo Block 214 Kisaasi
P.O.Box 21064, Kampala
Tel:0752 754060, 0772 708200
Email:olul.francis@gmail.com, rssenozi@yahoo.com
CONTACT PERSONS: Ssenozi Robert,Olur Francis

ARS CONSTRUCTION COMPANY (U) LTD.
Plot 1174, Jinja road
P.O Box 613, Kampala, Uganda
Block 110
Tel:0777 648932
Email:frigerio@arsconstruction.co.ug
CONTACT PERSON: Francesco Frigerio

DAVOG TECHNICAL SERVICES LTD
PLOT 1, Valley Drive, Ntinda Minister's Village.
P.O.Box 167, Kampala.
Tel:0772 493203, 0414 579350
Email:davog.ug@gmail.com
CONTACT PERSON: DAVID OGWANG

DYNACO LTD
PLOT 5270 NAJERA KIRA ROAD
Tel:0772 630834, 0414691834
Email:dynacolimited@gmail.com
CONTACT PERSON: ENG. JONATHAN TUGUME

GABIKAN ENGINEERING LIMITED
Kisaakye Shopping Mall Ntinda
P.O Box 2219 Kampala-Uganda
Tel:0782 315707, 0703 918413
Email:eng.ronald2008@gmail.com
CONTACT PERSON: Mugabi Ronald

GAT CONSULTS LIMITED.
Plot 205 Hills House, Entebbe Road
P.O Box 37067, Kampala
Tel:0414 580472
Email:gatltd@yahoo.com
CONTACT PERSON: Mr. Mugizi Leonard

HALCONS LTD
Plot 71-72 Semawata Road, Ntinda
P.O Box 9826, Kampala-Uganda
Tel:0750 992211
Email:halconsltd@gmail.com
CONTACT PERSON: Ramesh Halai

HANDS UGANDA LTD
Plot 1920 Block 29
Kamuli Road Kireka,
Tel:0392 961483
Email:handsugandaltd@gmail.com
CONTACT PERSON: Andrew Opus Epoku

HEBRON INVESTMENTS LTD.
PLOT 433 JINJA ROAD
KAZINGA BWEYOGERERRE
Tel:0772 422359
Email:samkibbe@gmail.com
CONTACT PERSONS: SAMUEL KIBBE, FRANCIS GUCHIE

HOME BUILDERS LTD PLOT
640, BLOCK 195 KYANJA GAYAZA RD
Tel:0414 389122, 0752 667123
Email:homebuilders_hbl@yahoo.com, aloysius.lubowa@hbl.co.ug
CONTACT PERSON: LOSYIUS G.LUBOWA

KASU & SONS ENGINEERING WORKSHOP LIMITED. Block 16
Ndeeba, Masaka Rd
P.O Box 9351, Kampala
Tel:0772 412272
Email:hakimestrl@gmail.com
CONTACT PERSON: Ddamulira Hakim

KATCOM PROJECTS LTD
PLOT 46, NTINDA FLATS CLOSE MARTYRS CRESCENT
Tel:0772 877003
Email:katcom003@gmail.com
CONTACT PERSON: Katondo John

KHALSA DEVELOPMENTS (U) LTD
Plot 231 Gayaza Road, Kitetikka
P.O.Box 33517, Kampala
Tel:0414-381192, 0712-471677, 0772-366703
Email:admin@khalsadevelopment.com
CONTACT PERSON: Amandeep Rashpal Singh

MULUMBA CONSTRUCTION
Plot 9, Kananura Road,Mbarara
Tel:0701-348553
Email:mulumbacompany@yahoo.com
CONTACT PERSON: Baryatunga Mulumba Mathias

REDDYS' ENGINEERING AND SERVICES LTD
PLOT 165 KAWEMPE BOMBO ROAD
Tel:0756 989866, 0780 776655
Email:reddyscompanyltd@gmail.com
CONTACT PERSON:
Vuruvakili Hanumantha Reddy

RMF ENGINEERING LTD
PLOT 163 KIWATULE ROAD
Tel:0788 576861
Email:rmf.engineering.contractors@gmail.com
CONTACT PERSON: KIWANUKA FRANK

ROCKTRUST CONTRACTORS (U) LTD
PLOT 15 NILE ROAD NJERU TOWN COUNCIL
Tel:0392 944516, 0772410003
Email:rocktrustcontractorsultd@gmail.com,rocktrust.11@gmail.com
CONTACT PERSON:
SSEMBATYA FRANCIS

SEMEO ENTERPRISES LTD
PLOT 831 BOMBO ROAD
2nd FLOOR NISSI HOUSE
MAKERERE KAVULE
Tel:0772 498527, 0777 728115
Email:vvuumac@yahoo.com
CONTACT PERSON: VVUMA B CYRUS, KAMYA DANIEL

WATOTO LTD WATOTO VILLAGE
NAKIREME, MASAKA ROAD
Tel:0392176103, 0774 029202
Email:info@watotolimited.com,yosamm@watotolimited.com
CONTACT PERSON: Yosam Manafa

BLESSED INVESTMENTS LIMITED
Block 29, Plot No. 1547, Nsooba Zone, Mulago.
200 metres off Mawanda Road
Tel:0392-948747
Email:blessedinvestmentshead@gmail.com
CONTACT PERSON: Alice Bongyeirwe

CLASS A-5

ANNUAL CONTRACTS BELOW UGX 500M

ALLIED ENTERPRISES AND CONSTRUCTION LTD
NIC BUILDING 6TH FLOOR PILKINTON ROAD
Tel:0785291837, 0772458421
Email:alliedcons2002@gmail.com
CONTACT PERSON: TIBEINGANA, MANASSEH

AL-MUBARAK CONTRACTING
PLOT 1021 Bwetogerere
Tel:0772074494
Email:kadt2007@yahoo.co.uk
CONTACT PERSON: HAJJI SSEBANDEKE MUHAMMAD

AM & ML INVESTMENTS LTD
P.O Box 1034 Mbarara
Tel:0772551377, 0702502165
Email:akansiime@yahoo.com
CONTACT PERSON: Apollo Kansiime

ATLAS DIVINE CONSTRUCTION LTD
PLOT 362 KAYEMBA ROAD, MAKINDYE
Tel:0713972323, 0772870210
Email:kimongop@yahoo.com
CONTACT PERSON:PATRICK KIMONGO

CENA TECHNICAL SERVICES
PLOT 14D MAINSTREET KABERAMAIDO
Tel:0782433599
Email:cenatechservices@gmail.com
CONTACT PERSON: ENANGU CHARLES

CME ENTERPRISES LTD
PLOT 1 AKABWAI ROAD/LIRA WEITE OJOK LANE LIRA
Tel:0772446135
Email:enterprises.cme2000@gmail.com
CONTACT PERSON: ENG. OJILONG CHARLES

DACOSI LIMITED
PLOT 2602, BLOCK 216 NTINDA KULAMBIRO ROAD
Tel:0752636110,0754535204, 0392002613
Email:dacosi2010@gmail.com, kishaija.pk@gmail.com
CONTACT PERSON: TUGUME MOSES

FLEXIHOME LIMITED
Plot 15, Ntinda Road. P.O.Box 36582, Kampala
Tel:0414-690798, 0782-454041
Email:aroriza@flexihomes.net
CONTACT PERSON: Aaron Ahikiriza

GLITE TECHNOLOGY GROUP LTD
PLOT 1455 KIBUGA ROAD NSAMBYA
Tel:0312111977
Email:info@glitetechnology.com
CONTACT PERSON: BRIAN LWETUTE

JAMI CONSTRUCTION COMPANY LTD
Plot 954 Kintu Road Kitintale
P.O Box 2359, Kampala
Tel:0772 494329, 0702 494329
Email:Jmwedd@yahoo.com
CONTACT PERSON: Jonathan Mwedde

KAVCON (U) LTD 5 Lugalama Shopping Centre, Ntinda. P.O.Box 28785, K'la
Tel:0393514613, 0772 507560
Email:kavconlimited@gmail.com
CONTACT PERSON: ANDREW KAVUMA

LUBBE CONTRACTORS LTD
Plot 1021, Bweyogerere
Tel:0776-147791
Email:sharifkalema@yahoo.com
CONTACT PERSON: Sharif Kalema

MALT (U) LTD
Plot 154,Block 29, Nsooba Zone, Kawempe Division
Tel:0772-098472, 0701-661293
Email:malt_u_ltd@yahoo.co.uk, maltugandaltd@gmail.com
CONTACT PERSON: Alice Bongyeirwe

RUKARA ENTERPRISE LTD
Plot 777, Gayaza Rd
P.O.Box 28130, Kampala
Tel:0414 530131
Email:francisuwimana@yahoo.com
CONTACT PERSON: Mr. Uwimana Francis

SANQUA ENGINEERING LIMITED
PLOT 17 CAMP SWAHILI MOROTO ROAD
Tel:0755 215440, 0772895019
Email:sanqua.ug@gmail.com
CONTACT PERSON: EPUWAT IGNATIOUS

S-M CATHAN CONSTRUCTION
PLOT NO.180 FLOOR/SUITE No.1 NAMUWONGO ROAD
Tel:0414 375797, 0772 617889,0701-261578
Email:smcathan@gmail.com
CONTACT PERSON: MUGISHA TURYAHIKAYO ALLAN

TEDMACK ENG WORKS LTD
PLOT 1996 BLOCK 192 BUWATE KIIRA MUNICIPAL COUNCIL
Tel:0782 475620, 0701 475620
Email:tedmack008@gmail.com
CONTACT PERSON: AGABA EDWIN

UPDEAL UGANDA LIMITED
Plot 291 Mawanda Road
P.O Box 30895, Kampala
Tel:0775786878,0414344951,0756096349
Email:fmpanga@updeal.org
CONTACT PERSON: Farooq Mpanga

Class B-1

MANUFACTURERS

MULTIPLE INDUSTRIES LTD
PLOT 13/23 8th STREET INDUSTRIAL AREA
Tel:0414 236023,0752914022
Email:sanjeev@multipleindustries.com, sales@multipleindustries.com
CONTACT PERSON: NAVEED SALEEM

ROOFINGS LTD
PLOT 126 LUBOWA ESTATE ENTEBBE ROAD
Tel:0412 200070, 0752 700953
Email:roofings@roofings.co.ug
CONTACT PERSON: Sikanda Lalani

KAMPALA CEMENT
Plot 114, Block 165, Namataba, Jinja Road
Tel:0200-999888
Email:sales@kampalacement.com
CONTACT PERSON: S.S Baryan

STEEL AND TUBE INDUSTRIES LTD
Deals House,
Plot 38-40, Mukabya Rd,Nakawa Industrial Area
Tel:0414 287950, 0312 261283
Email:info@stil.co.ug
CONTACT PERSON: Bhavik Pathak

AFRIMECH (U) LTD
PLOT 31 NTINDA ROAD COMPLEX BUILDING BLOCK A FLOOR 1
Tel:0414221565
Email:info@afrimech.com, charles@afrimech.com
CONTACT PERSON: Charles Kavuma

HYDRAFORM UGANDA LTD
PLOT 12 KANJOKYA STREET KAMWOKYA
Tel:0790912540
Email:sales@hydraform.co.ug
CONTACT PERSON: JOY MUGISA

Class B-2

AGENTS / SUPPLIERS

NILETRAC UGANDA LIMITED
PLOT 2490, LUZIRA INDUSTRIAL AREA OFF PORTBELL ROAD
Tel:0414505777
Email:mark.davidson@niletrac.com
CONTACT PERSON: MARK DAVIDSON

PANAFRICAN TRUCKS & EQUIPMENT (U) LTD
SUITE 307, 4th FLOOR ACACIA MALL 14-18 COOPER ROAD KOLOLO
Tel:0775 215685
Email:b.kwamusi@panafricangroup.com
CONTACT PERSON: Paul Ssali

TATA UGANDA LTD PLOT 47 JINJA ROAD
Tel:0414-344320/1,0752-829290
chirag.pandya@tatainternational.com
CONTACT PERSON: S. Kundra

Class C-1

MECHANICAL AND ELECTRICAL WITH CONTRACTS ABOVE UGX 1BN

POWERAFRICA UGANDA LTD
PLOT 4725 KISOTA ROAD KISAASI
Tel:0772712812
Email:info@powerafrica.co.ug
CONTACT PERSON: SSERUNKUMA HERBERT

TGS WATER LTD
Plot 40 Chwa 2 Road Mbuya
P.O.Box 37461, Mbuya Hill - Nakawa
Tel:0772 222049/11
Email:uganda@tgsbuilding.info
CONTACT PERSON: Mr. Ron Sloots

Class C-2

MECHANICAL AND ELECTRICAL WITH CONTRACTS BELOW UGX 1BN

PERFECT MULTIPLE ENGINEERING CONSULTANCY SERVICES LTD
2420 NAMANVE INDUSTRIAL PARK
Tel:0712 875694
Email:sales@pmecs.co.ug, gladysnambi@pmecs.co.ug
CONTACT PERSON: Gladys Nambi

Class D-2

LOCAL ASSOCIATE MEMBER

STATEWIDE INSURANCE COMPANY LTD
PLOT 1 BOMBO ROAD SURE HOUSE
PLOT 63 MASINDI PORT ROAD
Tel:031 2262119
Email:swico@infocom.co.ug, musisi@swico.co.ug
CONTACT PERSONS: Joseph B. Kiwanuka, Joseph B. Kizito, Eng.Martin Kasekende Hajji, Mustafa Kafeero

UGANDA NATIONAL ASSOCIATION OF BUILDING AND CIVIL ENGINEERING CONTRACTORS
Lugogo UMA Show Grounds, Plot M764 Coronation Avenue, P.O. Box 34046, Kampala, Uganda
Tel: +256 (0) 392 795036 • secretariat@unabcec.co.ug • www.unabcec.co.ug

HOW TO BECOME A UNABCEC MEMBER

1. BE A REGISTERED CONSTRUCTION COMPANY OR MANUFACTURER/SUPPLIERS OF BUILDING MATERIALS AND CONSTRUCTION RELATED SERVICES. ASSOCIATE MEMBERSHIP IS OPEN TO INTERNATIONAL AND LOCAL COMPANIES AND TERTIARY INSTITUTIONS

2. GET MEMBERSHIP APPLICATION FORM FROM SENSITIZATION OFFICER.

3. FILL AND RETURN A COPY OF BOUND APPLICATION WITH THE FOLLOWING ATTACHMENTS.

- Certificate of Incorporation.
- Form 18 Justifying Company Premises.
- Form 7 indicating Particulars of Directors and National ID's
- Certificates of Works Completed.
- Audited Account for at Least 2 Years.
- Enclose a Cheque in the name of UGANDA NATIONAL ASSOCIATION OF BUILDING AND CIVIL ENGINEERING CONTRACTORS Of Ugx 500,000 as Membership Entry Fees.
- Membership reinstatement fees are the Outstanding Invoice at membership cessation + 50% of annual subscription arrears

All payments by cheque shall be written to the UGANDA NATIONAL ASSOCIATION OF BUILDING AND CIVIL ENGINEERING CONTRACTORS or by Bank transfer to Acc No. 9030005853493 STANBIC BANK, METRO BRANCH.

4. TECHNICAL COMMITTEE ASSESSES AND ALLOCATES AN APPROPRIATE CATEGORY.

5. CONFIRMATION FOR YOUR CLASS IS SENT TO YOU WITH AN INVOICE FOR SUBSCRIPTION.

6. PAY MEMBERSHIP SUBSCRIPTION /REGISTRATION.

7. CERTIFICATE ISSUED WITHIN TWO WEEKS AFTER CHEQUE MATURING.

NB: YOU SHOULD BE SECONDED BY AN ALREADY CERTIFIED MEMBER OF UNABCEC

Members CODE OF CONDUCT

Preamble

The mission of the UNABCEC is to promote the quality of professionalism of the construction industry amongst building and civil engineering contractors in Uganda. In pursuing this mission, it has issued high quality ethical standards applicable to all our members.

UNABCEC is an association that represents building and civil engineering contractors, promoting best practice, excellence and professionalism in the construction industry.

This code is intended to set out standards of conduct and ethical behavior for all members and staff of the UNABCEC.
Scope

This code has been drawn up to provide the minimum standards to be maintained by all Members.

All members shall comply with all the requirements as set out in this code. Members shall maintain high personal integrity, moral standards and sound reputation by subscribing and observing this code.

Members are required to have signed an undertaking that they have received a copy of this Code of Conduct as a condition of Membership. Any changes to the Code will be issued from time to time on approval by General meeting.
Adherence to the following code of conduct is a condition of membership of the UNABCEC.

Works Standards Expected

Members shall perform works to meet or exceed these minimum standards, in accordance with good construction and engineering practice

Approved drawings:

We shall ensure that all works to be executed have approved drawings as per relevant statutory requirements.

Construction Methodology:

Prior to commencement of any construction work, we shall carry out an inspection of the proposed work areas and provide a construction methodology which must be approved by client before works are executed.

Testing and Quality Control:

Every member shall establish a test program to ensure that all required testing is properly identified, planned, documented and performed under controlled and suitable environmental conditions, including cleanliness.

Environment, Health and Safety:

Members must carry out their entire works in such a way that provides healthy and safe working practices and avoid risks to anyone.

On entire typical project site, employees must wear appropriate personal protection equipment (PPE)/Protective gear which include: Helmets, Overalls, Safety Footwear, Gloves, Eye Protection (goggles, shield or glasses), Ear Protection (ear muffs or plugs), and High Visibility Vests.

Construction schedule:

Clients need to know when work will start, the particular implications of any stages of work and when work will be finished. Members must provide Clients with appropriate information for each job prior to starting any work.

Clients will also be kept fully aware of any alterations to timetables and explanations for changes should always be given.

Members will keep and display on work site an updated construction schedule.

Construction completion and warranty period:
Members must apply and keep a Construction Completion Certificate for every work executed and certified copy filed at our secretariat.

All work shall carry a guarantee for materials and workmanship. All deficiencies found during this warranty period shall be rectified by the Contractor prior to issuance by a Final Acceptance Certificate.

Employment Standards

Members commit to put in place a compensation policy to attract, retain, develop and equitably compensate employees of a high caliber. The compensation package shall be non-discriminatory.

Employment shall be in accordance with Uganda labor laws in existence at any one time.

Any Employee who separates with the company without clearance will be reported to the secretariat and his details circulated to all members. Such employees will not be offered employment by any other member of the association.

Fair Business Practice

We commit ourselves:

- To act at all times with honesty, integrity and responsibility and in the spirit of good faith and fair dealings;
- To engage in no conduct which is unfair, harsh or unconscionable;
- To engage in no practice which might tend to lower the standards applicable in the building and construction industry;
- To observe both the spirit and the letter of the relevant laws of Uganda and other countries in which we operate;
- To bring any known breach of the Code by a member to the attention of our Association without delay:
- To refrain from publicly expressing critical comment on the services, conduct or charges of another member

Ethics

We commit ourselves to:

Deal honesty and fairly with our clients:

- Recognize that fair and genuine competition is a fundamental service to which our prospective clients are entitled:
- Maintain a high standard of work and comply with the plans and specifications in the execution of all works we undertake:
- Comply with the prevailing building and construction codes for construction and work towards their improvement in the interests of structural efficiency, safety and health;
- Deal justly with our employees, and with those whom we contact;
- So conduct our business that the health and safety of our employees, of those with whom we contract and their employees, and of the community are safeguarded;
- Avoid all corrupt and fraudulent practices likely to discredit or do injury to the building industry or our Association;
- Give our informed and vigorous support to all sound legislation affecting the building and construction industry;
- Co-operate in aiding the advancement of the building construction industry; and
- Take every opportunity of rendering community service

DISCIPLINARY ACTION PROCEDURE

A Member of the Association may be subject to discipline if the member's conduct conflicts with the code.

THE DISCIPLINARY COMMITTEE

The Disciplinary Committee is a standing committee of the Association consisting of three persons elected by the General Meeting. The members of the Committee shall be members who in the opinion of the Annual General Meeting are persons who are competent to fulfill this role.
The term of appointment of members of the Committee is two years, which may be renewed. Disciplinary Committee members whose terms have expired will continue to fulfil; existing responsibilities to a case or

cases under consideration, but will thereafter retire from the Committee. A quorum of three is required to conduct business of the Disciplinary Committee.

HEARING PROCEEDURE

The Executive Director shall receive a formal written complaint from the Complainant and pass it on to the Disciplinary committee, and the Respondent may submit to the Executive Director a written response within 21 days after receipt of the complaint and provide the Respondent with a copy of that response.

After service of the Complaint to the Respondent, the Respondent shall have 14 days within which to submit written information in response to the complaint.

The Disciplinary Committee shall then fix a date for the hearing of the Complaint/ case, and the Executive Director shall notify, the Complainant and the Respondent of the date, place, and time of the hearing. The hearing shall be held no sooner than 30 days from the date of that notice. At the request of any party for a good cause, the Disciplinary Committee may postpone the date of the hearing for a reasonable period of time, but reserves the right to deny postponement. The right to a hearing may be forfeited if the Respondent fails to appear without good cause.

The Respondent shall have the following rights at the hearing:

- To be represented by an attorney, or any other person of the Respondent's choice.
- To request a copy of the record of the proceedings at the Respondent's cost.
- To be present at the hearing when evidence is presented to the Disciplinary Committee
- To submit evidence
- To call, examine and cross-examine witnesses.
- To submit a written statement within five working days of the close of the hearing.
- To receive a written decision of the Disciplinary committee that includes the reasons supporting the decision.

The Disciplinary committee shall first hear evidence in support of the complainant and then shall hear evidence against the complainant. Formal rules of evidence shall not apply in the hearing and the Committee may hear any evidence relating to the issues contained in the complaint. Any witness who gives testimony shall be subject to examination by the Committee.

The Disciplinary Committee shall issue a written decision within 10 days after the receipt of the Respondent's written statement or within 10 days of the close of the hearing if the Respondent waives the right to file a post-hearing statement. The decision of the Disciplinary Committee shall state whether there was credible evidence presented at the hearing that was sufficient to support the complaint in whole or in part and, if so, the recommended disciplinary action.

The recommended disciplinary action may be designed to correct a specific violation found by the Committee. The disciplinary action may, in the judgement of the Committee, provide for reprimand, suspension from membership in the Association for a period of time, or expulsion from the Association.

'Reprimand' means that the Respondent shall be advised in writing of a finding of misconduct and that such conduct should be changed.

'Suspension' means that the Respondent shall be advised in writing that the Respondent's privileges as a member of the Association have been temporarily suspended, for a defined period of time and the conditions necessary for reinstatement.

'Expulsion' means that the Respondent shall be informed in writing that membership to the Association is terminated, with or without the option to reapply for membership under certain specified conditions.

A Respondent's suspension or expulsion from the Association will be made known to the Association's general membership.

The Chairman of the Disciplinary Committee shall send a copy of the decision to the Board of Directors, Complainant and to the Respondent together with the notice of the Respondent's right to appeal the decision to the Association's Board of Directors. This and all other notices shall be sent via any carrier that maintains confidentiality and with return receipt requested. If the decision is not appealed, the Disciplinary committee findings and recommended disciplinary action will then be referred to the Board of Directors for final action.

A Respondent may appeal an adverse disciplinary decision within twenty one days of receipt of adverse decision by filling a written request with the Executive Director for a hearing before the Board of Directors. The decision of the Disciplinary Committee shall not be enforced in any way, pending the Respondent's appeal. Any Board member who has served as fact-finder, investigate, Complainant, or in any other capacity in this or any other disciplinary proceeding involving the Respondent shall not participate in the appeal hearing. The Respondent shall have thirty days from the date of the request for an appeals hearing to file written arguments with the Executive Director. The Complainant shall have thirty days to reply to the Respondent's arguments. A thirty-day extension for filling written arguments may be granted by the Disciplinary Committee for good cause shown by any of the parties.

When all written arguments have been filed with the Executive Director, the Executive Director shall provide copies to all members of the Board and shall request the Board to schedule an appeal hearing not later than 60 days from the date of the Executive Director's request. The Board shall set the date for the appeals hearings and the Executive Director shall notify the Respondent, and the Complainant. Thereafter, the date of said hearing shall not be postponed except for the most serious reasons in the judgment of the Chairman of the Board.

The Chairman or the Vice Chairman of the Board shall chair the appeals hearing. The Chairman shall establish in advance of the hearing a time for arguments at the appeals hearing. Each side shall have an equal amount of time. The Respondent shall first present arguments in opposition to the decision of the Disciplinary Committee. The arguments may relate to the evidence produced at the hearing or the propriety of the procedure at the hearing and its compliance with this Disciplinary Procedure. When the Respondent's argument is completed, the Complainant shall argue in support of the decision rendered by the Disciplinary Committee. Thereafter, the Respondent shall be allowed to reply. At the completion of the appeals hearing, the Board of Directors shall deliberate on the appeal and they shall there upon prepare a written document setting forth their decision and its reasoning. This document shall be filed with the Executive Director who shall provide copies of the decision to the Respondent and the Complainant. The Chairman shall take appropriate steps to implement the decision of the Board of Directors, which shall be final.

All materials concerned with these matters shall be held strictly confidential at all times. Files will be kept secure. Public release of information on any matter will be prohibited prior to final determination of the matter, including appeal to the Board of Directors. Participation in the activities of the Disciplinary Committee or Board of Directors by members with any real or potential conflict of interest is prohibited. This prohibition includes, but is not limited to any individuals who are in direct economic competition with the Respondent.

APPEALS

Appeals from decisions of the disciplinary Committee shall be made to the Board of Directors, while appeals from decisions of the Board of Directors shall be made to an independent Tribunal consisting of three persons appointed by the Board of Directors in agreement with the disputing parties.

ACKNOWLEDGEMENT:

THIS Code of conduct and ethics was approved by an Extra Ordinary General Meeting held on the 30th May 2013 at Hotel Africana.

AKILI
KNOW-HOW

Achelis

Official Distributor

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CONSTRUCTION

CASE
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FAYAT GROUP

FIORI

Achelis (Uganda) Limited
P.O. Box 7198 – 55 William Street
Kampala / Uganda
a**chelis.uganda@achelis-group.com +256 414 344442**

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