



PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS AUTHORITY



**REPORT OF THE 10th PROCUREMENT REVIEW WORKSHOP HELD ON 24TH
FEBRUARY AT GOLF COURSE HOTEL - KAMPALA**

MARCH 2015

TABLE OF CONTENTS

LIST OF ACRONYMS	ii
EXECUTIVE SUMMARY	iv
CHAPTER 1: KEY PERFORMANCE AND POLICY ISSUES.....	1
1.1 Opening Remarks by the PPDA Board Chairman	1
1.2 Keynote Address and Official Opening of the Workshop	2
1.3 Statement from the Development Partners	3
1.4 Performance of the Public Procurement System.....	4
1.5 Key Policy Proposals and Recommendations under the draft Public Procurement Policy	6
CHAPTER 2: IMPACT OF REFORMS TO ENHANCE CONTRACTS PERFORMANCE8	
2.1 Perspective of an Entity on the Amendments to the Procurement Law.....	8
2.2 Perspective of Providers on the Amendments to the Procurement Law	9
CHAPTER 3: PARTNERSHIP FOR EFFECTIVE SERVICE DELIVERY	11
3.1 Efficient and Effective Delivery of Contracts in the Public Sector Service Delivery ..	11
3.2 Contract Management: The Case of Local Governments Service Delivery	12
CHAPTER 4: SETTING TARGETS AND WAY FORWARD	13
4.1 Procurement Policy Department – Ministry of Finance, Planning and Economic Development (MoFPED)	13
4.2 The PPDA Appeals Tribunal.....	13
4.3 The Public Procurement and Disposal of Public Assets Authority.....	14
CHAPTER 5: CLOSING CEREMONY	15
5.1 Ministers Remarks.....	15
5.2 Prime Minister’s Remarks.....	15
5.3 Recognition of the Best Performers for FY 2013/14	16
ANNEX 1: FOLLOW UP ACTION MATRIX	17
ANNEX 2 WORKSHOP PROGRAMME	21
ANNEX 3 LIST OF PARTICIPANTS IN THE WORKSHOP	23

LIST OF ACRONYMS

CSO	Civil Society Organisations
EAC	East African Community
DPP	Directorate of Public Prosecutions
e-GP	e-Government Procurement
GDP	Gross Domestic Product
HPDU	Head Procuring and Disposing Unit
IG	Inspectorate of Government
IPPU	Institute of Procurement Professionals of Uganda
KCCA	Kampala Capital City Authority
MoFPED	Ministry of Finance Planning and Economic Development
MoWT	Ministry of Works and Transport
NCMC	National Contracts Monitoring Coalition
NDP	National Development Plan
NPSPP	National Public Sector Procurement Policy
NRM	National Resistance Movement
NWSC	National Water and Sewerage Corporation
OAG	Office of the Auditor General
PDE	Procurement and Disposal Entity
PDU _s	Procurement and Disposal Units
PPDA	Public procurement and disposal of Public Assets Authority
PPMS	Procurement Performance Measurement System
SMEs	Small and Medium Enterprises
UNABCEC	Uganda National Association of Building and Civil Engineering Contractors
UETCL	Uganda Electricity Transmission Company Limited
UGX	Uganda Shillings
URA	Uganda Revenue Authority

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The Public Procurement and Disposal of Public Assets Authority wishes to convey a vote of thanks to all the participants of the 10th Public Procurement Review Workshop for individual attendance, the informative presentations, active participation and the ingenious contributions and recommendations that greatly made the workshop a success. The pleasure belongs to the Authority to ensure that the candid recommendations are followed up for implementation before the next review period.

Special acknowledgment also goes to the Rt. Hon. Second Deputy Prime Minister for officiating at the closing and the award ceremonies; the Hon Minister of Finance for gracing the opening ceremony; the Session Chairpersons for their invaluable guidance during the workshop; the presenters for their inspired presentations; and the press for covering the workshop proceedings.

The Authority also extends its sincere appreciation to the Board, Management, Staff and the entire workshop organising committee for ensuring the successful holding of the workshop. Many thanks are also extended to the partner institutions that exhibited informative materials during the workshop.

EXECUTIVE SUMMARY

The Public Procurement and Disposal of Public Assets Authority (PPDA) convened the 10th Public Procurement Review Workshop on 24th February 2015 at the Golf Course Hotel, Kampala under the theme “*Strengthening Procurement Capacity for Effective Service Delivery*”. The main objective of the workshop was to give highlights of the performance of the public procurement and disposal system in Uganda with a particular focus on the achievements since the Public Procurement Symposium in FY 2012/13, the outstanding challenges and to set targets for the next review period.

Over 140 delegates participated in the workshop which included: policy and decision makers in government, development partners, procurement practitioners, procurement professionals, academia, contractors, representatives from various professional bodies, researchers, the private sector and business community. The workshop facilitators were drawn from a spectrum of diverse background that included Government Ministries, Departments, Agencies; Local Governments, Civil Society Organisations, Development Partners and the Private Sector.

A number of issues were raised during the workshop which included:

- a) Included inadequate knowledge and skills in procurement by SMEs.
- b) Limited participation of local Providers in public procurement.
- c) Lack of a clear policy on procurements under Public Private Partnerships.
- d) Delays in payment of providers by PDEs.
- e) Forged documentation by providers.
- f) Limited involvement of Civil Society in the monitoring procurements.
- g) Delay in the implementation the electronic government procurement (e-GP).
- h) Inadequate support to SMEs to enable them participate in the procurement opportunities.
- i) The structure of PDUs is old and cannot address the ever changing needs of Entities.
- j) Lack of will and motivation of user departments to initiate and manage contracts.
- k) Lack of sufficient technical staff and expertise within government departments.
- l) Weak but growing capacity of the private sector especially for large infrastructure.
- m) Delays in payment to providers.
- n) Ineffectiveness of performance management and oversight.

At the review workshop, the National Water and Sewerage Corporation and Entebbe Municipal Council were recognised as the Best Performing Entities for Central and Local Governments respectively for FY 2014/15.

At the same occasion, the 2nd Deputy Prime Minister launched the Authority’s 5-year Strategic Plan for the period 2014/15 to 2018/19. The overall goal of the Strategic Plan is “to ensure that the public procurement and disposal system in Uganda achieves value for money”. The focus on value for money by the Authority was deliberate since the public sector in Uganda is increasingly coming under pressure to move beyond procedural compliance and deliver sustainable results.

There were also exhibitors that displayed informative materials on the theme of the workshop. The exhibitors included: the Auditor General's Office, the Inspectorate of Government (IG), and the Kampala City Council Authority alongside the PPDA.

Some of the key recommendations/targets for next review period are:

- a) Operationalise the provisions in the law on preference and reservation schemes.
- b) Produce a Cabinet Paper to consider approving the NPSPP.
- c) If approval granted by Cabinet, embark on dissemination of the NPSPP.
- d) Finalize the Implementation Strategy of the NPSPP.
- e) Coordinate and represent Government in both local and international forums regarding Public sector procurement management e.g. Commonwealth Public Procurement Network (CPPN), East African Community protocols, etc
- f) Undertake spend analysis in selected Procuring and Disposing Entities.
- g) Strengthen the capacity of the Policy Department and officers in PDE's through continue support to officers who are pursuing Chartered Institute of Purchases and Supplies (CIPS) qualification.
- h) Support the Minister to present IPPU draft bill to cabinet and thereafter Parliament.
- i) Review of PDU structures with the technical support from the Ministry of Public Service.
- j) Develop Guidelines on filing Applications before Tribunal.
- k) Sensitize the Public on the Appeals Tribunal Procedure Regulations and Guidelines.
- l) Organise a forum to discuss proposed amendments to PPDA Act that affect operations of Tribunal.
- m) Recruit staff for the Tribunal Secretariat.
- n) Set up a Case Management system for the Appeals Tribunal (Computer software).
- o) Secure recording system to record Tribunal proceedings.
- p) Finalise amendments of the Local Government (PPDA) Regulations, Standard Bidding Documents and Guidelines.
- q) Acquire the solution for E-Government procurement strategy.
- r) Adopt at least one reservation scheme.
- s) Advocate for the finalization of the contractors registration and classification system.
- t) Strengthen linkages with non-state actors in contract monitoring.
- u) Strengthen linkages with oversight and enforcement agencies including Parliamentary Accountability Committees, Auditor General, Inspectorate of Government, Directorate of Public Prosecutions and Criminal Intelligence and Investigations Directorate.
- v) Focus on 15 High Spend Agencies to ensure alignment of procurement plans with budgets/work plans and strengthen contract management and performance.
- w) Lobby Ministry of Finance, Planning and Economic Development to adopt the use of the Independent Parallel Bid Evaluation system for High Value contracts.
- x) Open of the PPDA regional offices in Gulu and Mbarara.

CHAPTER 1: KEY PERFORMANCE AND POLICY ISSUES

1.1 Opening Remarks by the PPDA Board Chairman

The Board Chairperson welcomed participants to the Workshop under the theme “**Strengthening Procurement Capacity for Effective Service Delivery**”. He outlined the relevance of the workshop theme in light of the emerging national concerns about quality, timeliness, reliability and value for money in service delivery of government projects. He also gave the purpose of the workshop as to review the progress of implementation of the procurement reforms and share experiences with key stakeholders on the impact of the amendments to the PPDA law having been in operation for now one year whose rationale was to enhance transparency, efficiency, and more effective service delivery from the procurement process. It was therefore an opportune time to assess the experiences from both the public and private sector on how far these objectives have been achieved.

He reported that the Authority finalised its 5-Year Strategic Plan which covers the period from 1st July 2014 to 30th June 2019. The overall goal of the Strategic Plan was “To ensure that the public procurement and disposal system in Uganda achieves value for money”. The focus on value for money by the Authority was deliberate since the public sector in Uganda is increasingly coming under pressure to move beyond procedural compliance and deliver sustainable results. The Authority planned to have the Strategic Plan officially launched at the end of the workshop.

The Board Chairperson further noted that Government of Uganda spends approximately over 55% of its annual budget on public procurement every year, equivalent to UGX 7,200 billion (FY 2013/14 budget), therefore it is imperative that procurement capacity is strengthened at all levels to optimally deliver service delivery and ensure sustainable economic growth. He assured the audience that the Authority was at the forefront of a number of national initiatives to enhance service delivery one of which is the introduction of e-GP that is envisaged to result in increased transparency, integrity and efficiency in public procurement ultimately resulting in maximizing value for money and effective service delivery.

To better serve the stakeholders and enhance its image, the Chairperson reported that plans were underway by the Authority to open three regional offices, over the next three financial years in Northern, Western and Eastern Uganda. The Authority was also in the process of developing its own Office premises in partnership with the Uganda Road Fund to be located at Plot 37 Nakasero Road. This joint effort will result in construction efficiencies and save the Government rental costs.

He, further, informed participants that the Authority had a system in place for recognizing and rewarding best performing Entities that excel in public procurement and disposal. The best performing Entities for the Financial Year 2013/14 would be recognized and rewarded at the end of the review workshop.

He emphasized the need for strengthening procurement capacity at all levels: the private sector and civil society organizations to reduce the cost of doing business in Uganda thereby achieving value for money in public expenditure and enhancing service delivery. Enhancing the capacity of local providers will also result in use by Government of local products, enterprises and skills which ultimately contribute to economic growth and poverty reduction.

The Chairperson called upon all delegates to actively participate in this workshop and identify key strategies for strengthening the procurement function that will reposition and place it at a more strategic decision-making level in order to ensure timely and effective implementation of government projects.

1.2 Keynote Address and Official Opening of the Workshop

The Minister of Finance, Planning and Economic Development officially, Hon. Maria Kiwanuka, graced the official opening of the review workshop. In her opening remarks, the Minister was concerned about failure to absorb funds by the Government Entities at the end of each financial year which results in delays in implementation of Government projects with excuses of lengthy procurement systems. The Minister found the theme of the workshop timely since there was urgent need for strengthening the procurement capacity in the different sectors to solve the problem of failure to absorb funds as this would go a long way in ensuring that the Government of Uganda realizes the aspirations of the Vision 2040 of changing the country from a predominantly low-income society to a competitive upper middle income-country with a per capita income of USD 9,500. The Minister emphasised the need for enhanced procurement capacity for effective contract monitoring.

The Minister further emphasised the need for an efficient and effective public procurement system that delivers quality goods, works and services in a timely manner and at an economical price (value for money) and in accordance with the approved specifications in order to promote socio-economic development. She reported that the ability of Uganda to use public procurement to support development is constrained by limited capacity among public officials and the private sector. She further reported that public procurement expenditure accounts for more than 55% of the Gross Domestic Product (GDP) of the developing economies in the East African region. At the regional level cooperative procurement has been recognized under the East African Community (EAC) development strategy as a vehicle for effectively achieving regional development goals. The EAC strategic plan envisages that more effective utilization of resources can be realized through pooling arrangements to finance investment projects and other activities that will advance social and economic development of the region.

She emphasized the need for strengthening procurement capacity in both the public and private sector to minimize procurement delays and ensure timely completion of projects especially infrastructure/investment projects in the energy, transport, water, oil and gas sectors which will help in achieving the key projects in the NDP and Uganda Vision 2040 thereby enhancing service delivery.

The Minister also urged participants to address the negative work ethic, corruption and issues of inefficiency in the approach to procurement and project delivery and the need to address the limited expertise in the public sector and the different skill sets necessary for procuring and managing infrastructure projects as opposed to goods and services. She proposed that public procurement contracts should make provision for training of public officials and technology transfer to ensure that there is adequate capability to monitor contract deliverables. She urged the Authority to advocate for policy measures that create a level playing field where the local contractors with limited technical and financial capacity have constraints in accessing the public procurement market can compete on equal terms with foreign competitors.

In her closing remarks, the Minister hailed the launch of the e-GP strategy that took place in December 2014 and of the benefits of the proposed e-procurement solution which include; increased efficiency in procurement and service delivery; increased transparency and creation of confidence in the procurement system and ultimately value for money. All stakeholders were urged to embrace and support this reform initiative. She also reported the launch of the PPDA 5-Year Strategic Plan during the workshop which would provide a road map in guiding the Authority to achieve greater efficiencies across the organization and effectively deliver on its mandate.

1.3 Statement from the Development Partners

The World Bank Uganda Country Office, through Mr. Howard Centenary – Senior Procurement Specialist gave statement on behalf of the Development Partners. The highlights of the statement included the following:

- i.** Public procurement is viewed as a key aspect of public administration that links the public financial system with economic and social outcomes, and as such is a major determinant of the quality of services and infrastructure, and the effectiveness of government.
- ii.** According to the OECD, public procurement remains the government activity most vulnerable to waste, fraud and corruption due to its complexity, the size of financial flows it generates and the close interaction between the public and private sectors. Therefore ensuring efficiency of expenditure and improving value for money is key to improving the delivery of services and contributing to national development.
- iii.** Development Partners' support to procurement, like the rest of PFM, is channeled through the Financial Management and Accountability Program (FINMAP) which is in its 3rd phase of implementation.
- iv.** Congratulated the government on the finalization of the amendment of the law and regulations about year ago. As has been said before, the Government of Uganda has a strong history of developing strong policies and laws. Implementation however and compliance with the laws remains a challenge more so with regard to Public Financial Management.
- v.** The 2011 study on noncompliance in PFM in Uganda noted that the PPDA Act and the Public Finance and Accountability Act were/are the most flouted by the Sectors and Local Governments.
- vi.** Not too long ago the Government launched its strategy for the implementation of e-procurement in government. As agreed by stakeholders, beyond substantially improving compliance, e-procurement can increase value for money through increased competition and reduced transactional cost; it can increase efficiency gains and improve transparency and accountability with a clear audit trail.
- vii.** International experience shows that delivering on contracts starts with procuring the right provider and therefore the procurement process itself has got to have been conducted satisfactorily. In Uganda today, implementation of several large contracts is stalled by suspicion of impropriety in the procurement process. Cases in point are the standard gauge railway which is currently subject to a parliamentary inquiry, the long delays experienced with the Karuma dam project, and the Katosi road project.
- viii.** Beyond the procurement process itself, the proper management of contracts is key to delivering the desired outcome by ensuring that contracts are completed in time, within cost and to the required standard.

- ix. Congratulated the PPDA on the planned launch of its strategic plan and opening this plan up to stakeholder scrutiny. Having supported the PPDA in the development of the plan and reviewed this plan extensively, the DPs are aware that this plan is not so much about PPDA's internal operations but how the PPDA can influence the improvement of the performance of public procurement in delivering value for money in procurement.

The issues arising from the Development Partner's are contained in Table 1.

Table 1: Issues Arising from the Development Partner's Presentation

No	Issue	Recommendation	Responsibility
1.	The two most abused laws are PPDA Act and LG Act	Ensure these laws are monitored closely for enhanced service delivery	PPDA and MoLG
2.	Implement e-procurement as per the strategy	Encourage the government to maintain the momentum on implementing e-procurement	PPDA and MoFPED
3.	There is lack of sufficient technical staff and expertise within government departments	Ensure proper staffing of technical staff	MoFPED
4.	There is weak but growing capacity of the private sector especially for large infrastructure	Build capacity of private sector especially for large projects	PPDA
5.	There are delays in payment to providers	Ensure timely payments to contractors	MoFPED
6.	There is ineffectiveness of performance management and oversight	Motivate user departments in contract management	PDEs

1.4 Performance of the Public Procurement System

The Executive Director PPDA, Ms. Cornelia Sabiiti, made a presentation on the performance of the public procurement system for the Financial Years 2012/13- 2013/14: lessons learn. She reported the key achievements of the Authority as the following:

- i. **Procurement Audits:** The Authority conducted 311 procurement audits in the last three financial years. The audits indicated a steady improvement in the percentage of cases rated satisfactory from 24% in FY 2012/13 to 29% in 2013/14.
- ii. **Investigations:** The Authority conducted 165 investigations during the Financial Years 2012/13 and 2013/14. The main findings from the investigations were forgery of documents by providers, payment for incomplete/shoddy works and advance payment without security, fraud and corruption. Following the investigations, the Authority suspended 101 providers from participating in procurement and disposal activities.

- iii. **PPDA Appeals Tribunal:** The Appeals Tribunal was operational and effective August 2014. Nine (9) appeals were filed to the PPDA Appeals Tribunal. The Tribunal upheld 7 decisions of the Authority and set aside 2 decisions.
- iv. **Follow-ups:** 23% of the Authority's recommendations for FY 2013/14 were not implemented which included among others: mismanagement of the contract awarding and management process, recommendations to improve record management, procurement planning.
- v. **Amendments to the PPDA Regulations, SBDs and Guidelines:** The PPDA Amendment Act and Regulations came into force on 3rd March 2014. Amendments aimed at increasing efficiency by regulation of evaluation lead time and shortened other procurement lead times, increased procurement thresholds.
- vi. **Advocacy with the Office of the Attorney General to increase the threshold for review:** The Attorney General increased the procurement threshold for contract review from UGX 50 million to UGX 200 million.
- vii. **E-procurement:** The Government intends to implement E-Government procurement in order to improve efficiency, transparency and service delivery. The Authority launched the E-Government procurement strategy to guide the successful implementation of the E- procurement system in Uganda.
- viii. **Procurement Performance Measurement System (PPMS):** The Authority has been implementing PPMS which is an electronic data recording system that facilitates assessment of the effectiveness, efficiency and transparency of public procurement and disposal processes in Uganda.
- ix. **Capacity Building:** The Authority trained 5,645 government officials, bidders and the media in the roles and responsibilities of key players, evaluation of bids, contract management and preparation of responsive bids.

The issues arising from the Executive Director's presentation are contained in Table 2

Table 2: Issues Arising from the Executive Director's Presentation

No	Issue	Recommendation	Responsibility
7.	Lack of policy to guide procurements conducted under bilateral arrangements	A clear policy should be enacted to guide procurements conducted under bilateral arrangements	MoFPED (Procurement Policy Unit)
8.	Weak Linkages between PPDA, Accountability Sector Agencies and Anti-corruption Agencies	PPDA should strengthen linkages with oversight and enforcement agencies including Parliamentary Accountability Committees, Auditor General, IGG, DPP and CIID.	PPDA
9.	Limited involvement of Civil	Continuous engagement of civil	PPDA and

No	Issue	Recommendation	Responsibility
	Society, Media and general Public in demanding for transparency and accountability in public procurement	society and the media as partners in promoting accountability, transparency and integrity. Display of procurement plans by the PDEs	PDEs PDEs
10.	Manipulation of the existing paper based procurement system	Implement the e-GP strategy	PPDA and Key Partners
11.	Low levels of implementation of procurement budgets by Entities which affect service delivery	PPDA should focus on 15 High Spend Agencies to ensure alignment of procurement plans with budgets/work plans and strengthen contract management and performance.	PPDA
12.	Lack of capacity by contractors to deliver projects on time, as per the Bills of Quantities	Contractors' registration and classification system should be finalised.	Ministry of Works and Transport
13.	Limited involvement of local contractors in public procurement in Uganda	Issue of the guidelines to inform the use of preference and reservation schemes.	PPDA
14.	PPDA is a Kampala based oversight agency which should take its services closer to the Entities	PPDA to open regional Offices in Gulu, Mbarara and Mbale over the next 3 Financial Years with Gulu set to be opened in March 2015.	PPDA

1.5. Key Policy Proposals and Recommendations under the draft Public Procurement Policy

The Accountant General, Mr. Lawrence Semakula, made a presentation on the key policy proposals and recommendations under the draft public procurement policy which included the need for the following:

- Innovations in public sector procurement
- Sustainable Public Procurement
- Socially Responsible Procurement
- Participation of local providers, SMEs in Public Procurement Market
- Managing Complex and strategic procurement - PFI's, EPC contracts etc.
- Monitoring and Evaluation
- Risk management in Public Sector Procurement System
- Incorporating the Supply Chain Management Philosophy, and
- Multilateral/Regional and International Trade Agreements.

He emphasised the need to transform the existing public sector procurement system in order to enhance its capability to respond to current needs of Ugandan society.

The issues from the Accountant General's presentation are contained in Table 3.

Table 3: Issues Arising from the Accountant General's Presentation

No	Issue	Recommendation	Responsibility
1.	Absence of a policy document that formed the basis of the PPDA Procurement Law.	MoFPED should expedite the approval of the National Public Sector Procurement Policy	MoFPED
2.	Inadequate capacities and competencies within the public sector procurement system to handle increasingly complex function.	Continuous Funding CIPS training for the Public procurement cadre	MoFPED
		PPDA should scale up its Capacity building initiatives to address the capacity gaps	PPDA
3.	Inadequate consultation with key stakeholders in the development of the public procurement policy.	Further consultations with key stakeholders be made on the development of the procurement policy.	Procurement Policy Department of MoFPED

CHAPTER 2: IMPACT OF REFORMS TO ENHANCE CONTRACTS PERFORMANCE

2.1 Perspective of an Entity on the Amendments to the Procurement Law

The Deputy Managing Director of the National Water and Sewerage Corporation, Mr. Alfred Okidi, presented on the topic “Impact of Reforms to Enhance Contracts Performance: The Perspective of an Entity on the Amendments to the Procurement Law”. In his presentation, a number of benefits that have resulted from the Amendment of the PPDA Act and regulations were highlighted which included the following:

- Increased participation of local providers by 30% has been registered due less documentation which ensures low value procurements are procured in a shorter time frame.
- Bid securities are no longer required for procurement thresholds of up to UGX 100 million leading to more participation of local bidders.
- The revision of the thresholds of different procurement methods has registered 50% reduction of advertising costs for the Entity.
- The bidding period under open bidding has reduced by seven working days which has improved on the procurement lead times in acquisition of key inputs.
- The revision of the thresholds contributed to the Corporation increase its service coverage/ pipe extensions from 80km to 1200 km per year. As a result, substantial improved service delivery has been registered by NWSC.
- The obtaining of Market rates before initiation of procurements or awarding of contracts improved budgeting, cost projections and planning based on factual assessment of the requirements before procurement initiation/signing of contract by the Accounting Officer. The cost of bearings for Static Plant, motor vehicle repairs among others have reduced by 10% to 20% as a result of assessing market rates.
- The new law addressed challenges with evaluations. Previously evaluations would take months before reports could be finalized. This could eventually compromise ethics and prolonged lead time. The law now requires an evaluation exercise within 20 working days for supplies and non consultancy services, 30 working days for consultancy services and 40 days for works or else any extension beyond this period would require the Accounting Officer’s authority.
- Under the amendment, NWSC has used its resources and staff under the force account mechanism to carry out trenching, pipe laying and plumbing works for new connections. This has saved the Corporation over 30% of the amount spent.
- The Amendments to the PPDA Act have given Accounting Officers new roles and responsibilities in the procurement cycle which include undertaking assessment of the market price prior to commencement or award of contract to ensure value for money procurements are achieved and approval of Emergency and Direct procurement methods without seeking a waiver from Authority. This has helped the Corporation address

abrupt breakdowns in the shortest time possible. It now takes a maximum of two days to have a direct procurement approved compared to the previous lengthy procedure.

The presenter informed the participants of the innovations that NWSC had put in place to improve its practices which include:

- Improved supplier relations through capacity building workshops with local providers on the procurement process and preparation of bidding documents.
- Helping provider's through financial institutions to obtain credit facilities from banks without committing the Corporation.
- Introduction of E-procurement systems for procurement planning and disposal, tracking of procurement and disposal activities.
- Creation of a compliance unit which regularly carries out procurement audits within the entity.
- Training of Board members, Management, Contracts Committee members and Users on their roles in the procurement process.
- Introduced standardized specifications.
- NWSC has enforced the law and proposed penalties for non complying officers in their Human Resource Manual.
- NWSC involves the community in management of contracts through community water committees.

The issues from NWSC's presentation are contained in Table 4.

Table 4: Issue Arising from NWSC Presentation

No	Issue	Recommendations	Responsibility
1.	Obtaining Market prices for highly specialised procurements	The Authority should guide on how to obtain market prices for specialised procurements	PPDA
2.	The bidding period for straight forward standard supplies, vehicles is still long	The bidding period for straight forward standard supplies should be reduced	PPDA

2.2 Perspective of Providers on the Amendments to the Procurement Law

Eng. Arthur Bagarukayo, a Director of UNABCEC, made a presentation on behalf of the providers on the topic "Perspective of Providers on the Amendments to the Procurement Law." He highlighted the following benefits from the Amended Law among others:

- Preferential schemes for national contractors over international Contractors.
- Reservation Schemes for occupants over non occupants.
- The replacement of bid securities with bid declaration forms for procurements under request for proposals and request for quotations which has increased competition for tenders and greatly reduced cases of forged bid securities.

- Open Domestic Bidding of procurements with a threshold of UGX 500 million bid security is optional
- The increment in administrative review fees which has reduced procurement complaints.
- The amended law has given more powers to Entities and reduced delays that were caused by the need to seek waivers and deviations from the Authority.

The detailed issues raised by the contractors are detailed in Table 5.

Table 5: Issues Raised in UNABCEC Presentation

No	Issue	Recommendation	Responsibility
1.	Delayed payment of contractors after completion of work	Contractors should submit their completion certificates in time and ensure that the necessary approvals are sought.	Contractors
2.	Retention of funds greatly affects contractors' Cash flow	There is need for amendment of the conditions of contract in Standard Bidding Documents to substitute retention of funds with retention insurance bonds	PPDA
3.	Capital flight by foreign firms without technological transfer to the local firms	Law should enforce joint ventures with local firms worth more than 30% of the contractual value	PPDA
4.	Lack of representation of Contractors in the decision making process at PPDA	UNABCEC should be represented in the decision making process of PPDA since most of the PPDA decisions affect the contractors	PPDA
5.	Lack of guideline on market assessment by the Accounting Officers	PPDA should develop guideline on the market assessment by the Accounting Officers	PPDA

CHAPTER 3: PARTNERSHIP FOR EFFECTIVE SERVICE DELIVERY

3.1 Efficient and Effective Delivery of Contracts in the Public Sector Service Delivery

The civil society was represented by the African Freedom of Information Centre (AFIC) whose coordinator, Mr. Gilbert Sendugwa, presented the perspectives of the Civil Society on Service delivery in Uganda. The presenter noted the high levels of corruption in public procurement which is the main avenue of financial interactions between the private and public sectors. He also revealed the levels at which many of the government contracts were abandoned or not completed within the contractual time as highlighted in the various OAG reports. He further pointed out poor procurement planning which resulted into contracts going beyond their planned costs. He mentioned some of the tools that are used by the CSOs in contract monitoring that include among others:

- Roads monitoring tool.
- Social and environmental compliance monitoring tool.
- Education infrastructure monitoring tool.
- Access to Information Manual for CSOs.
- Ask your Government web portal which currently has 76 Government Agencies enrolled including PPDA where the general public can seek for information from the enrolled Agencies.

The issues from African Freedom of Information Centre's presentation are contained in Table 6.

Table 6: Issues Arising from African Freedom of Information Centre's Presentation

No	Issue	Recommendation	Responsibility
1.	Untimely access to information on government contracts.	There is need for inclusion of training on the Access to information Act 2005 in the training modules at the Civil Service College in Jinja	CSC
2.	Limited scope for citizen participation in contract monitoring.	Entities should work with non state Actors in monitoring contract Implementation	PDEs and CSOs
3.	Slow process of formalising arrangements of collaboration between the CSOs and Government Agencies.	There is need for fast tracking the formalisation of relationships of CSOs with MDALGs through signing of memoranda of understanding between the CSOs and the MDALGs.	CSOs and Entities
4.	Financial constraints to effectively monitor the contracts.	CSO's should be financially supported to effectively monitor contracts	Development Partners

3.2 Contract Management: The Case of Local Governments Service Delivery

Mr. James Sewankambo, Assistant Chief Administrative Officer – Wakiso District Local Government in his presentation highlighted some of the challenges faced during contract implementation from the perspective of Local Governments which included the following:

- Failure of Local Governments to coordinate providers under force account.
- Failure to meet expectations of end-users.

The presenter expressed his gratitude to the Authority for its successful effort in lobbying the Office of the Attorney General to increase the threshold for approval of contract by the solicitor General from UGX 50 Million to UGX 200 Million which has reduced procurement delays.

The issues from African the Assistant Chief Administrative Officer's presentation are contained in Table 7.

Table 7: Issues Arising from Assistant CAO Wakiso DLG's Presentation

No	Issue	Recommendation	Responsibility
1.	Inadequate and untimely release of funds.	Local Governments should make timely submission to MoFPED to enable the release of funds	Entities
2.	Inadequate capacity of local providers to execute contracts	The providers should be sensitised to form joint ventures and to sub contract some of their contractual obligations to other firms	Contractors
3.	Failure to appoint contract managers from user departments and motivate them to perform their duties	Appointment of contract managers for every contract and enforcing contract managers to monitor the contracts and produce timely monitoring reports.	User Departments of PDEs
4.	Failure by user departments to certify contract completion before payment.	Involvement of user departments in certifying the contractual sums	PDEs

CHAPTER 4: SETTING TARGETS AND WAY FORWARD

The three institutions of the Ministry of Finance Planning and Economic Development (Procurement Policy Department), the Public Procurement and Disposal of Public Assets Authority, and the PPDA Appeals Tribunal outlined the major planned activities and agreed as follows:

4.1 Procurement Policy Department – Ministry of Finance, Planning and Economic Development (MoFPED)

The Commissioner Procurement Policy Department, Mr. David Kiyingi, presented the key activities that the Procurement Policy Department under MoFPED is planning to undertake over the next 12 months in order to improve the procurement practices in Uganda. These included the following:

- Producing a Cabinet Paper to consider approving the NPSPP.
- If approval granted by Cabinet, embark on dissemination of the NPSPP.
- Finalize the Implementation Strategy of the NPSPP.
- Initiate the Implementation of the NPSPP in a phased manner
- Actively, coordinate and represent Government in both local and international forums regarding Public sector procurement management e.g. Commonwealth Public Procurement Network (CPPN), East African Community protocols, etc
- Undertake spend analysis in selected Procuring and Disposing Entities.
- Strengthening the capacity of the Policy Department and officers in PDE's through continue support to officers who are pursuing Chartered Institute of Purchases and Supplies (CIPS) qualification.
- Support the Minister to present IPPU draft bill to cabinet and thereafter parliament.
- Review of PDU structures with the technical support from the Ministry of Public Service.
- Monitor and participate in the proposed Implementation of E-GP strategy through membership on the Steering and Technical Committees.
- Offer technical support to government Entities e.g. recruitment.

4.2 The PPDA Appeals Tribunal

The Chairperson of the PPDA Appeals Tribunal, Ms. Olive Zaale Otete, explained to the participants the operations of the Appeals Tribunal. She reported that since its inception, the tribunal had disposed of 9 cases. She further reported that the Tribunal had developed Procedure Regulations to guide their proceedings but were not yet gazetted. She reported the activities that the Tribunal was planning to undertake over the next 12 months as follows:

- Develop Guidelines on filing Applications before Tribunal.

- Sensitize the Public on the Appeals Tribunal Procedure Regulations and Guidelines.
- Organise a forum to discuss proposed amendments to PPDA Act that affect operations of Tribunal.
- Recruit staff for the Tribunal Secretariat.
- Set up a Case Management system (Computer software).
- Secure recording system to record Tribunal proceedings.

4.3 The Public Procurement and Disposal of Public Assets Authority

The Executive Director of the Authority informed the workshop of the major planned activities to be undertaken to improve public procurement. These included the following among others:

- Amendments of the Local Government (PPDA) Regulations, Standard Bidding Documents and Guidelines.
- Acquisition of the solution for E-Government procurement strategy.
- Adoption of at least one reservation scheme.
- Advocate for the finalization of the contractors registration and classification system.
- Strengthening linkages with non-state actors in contract monitoring.
- Strengthen linkages with oversight and enforcement agencies including Parliamentary Accountability Committees, Auditor General, Inspectorate of Government, Directorate of Public Prosecutions and Criminal Intelligence and Investigations Directorate.
- Focus on 15 High Spend Agencies to ensure alignment of procurement plans with budgets/work plans and strengthen contract management and performance.
- Lobby Ministry of Finance, Planning and Economic Development to adopt the use of the Independent Parallel Bid Evaluation system for High Value contracts.
- Opening of the PPDA regional offices in Gulu and Mbarara.

CHAPTER 5: CLOSING CEREMONY

5.1 Ministers Remarks

The Minister of Minister of Finance Planning and Economic Development in her closing remarks, reported that the performance of Entities had continued to improve as evidenced by the increasing number and percentage of satisfactory cases from procurement audits. In this regard, she urged PPDA to continue recognising and rewarding the best performing Entities. She further urged the Authority to ensure that its efforts do not concentrate on compliance but effective service delivery and value for money in public procurement. She promised that the Ministry will monitor the implementation of the PPDA strategic plan on an annual basis and requested the Authority to ensure that the targets set and discussed by the key stakeholders are implemented to ensure effective service delivery.

5.2 Prime Minister's Remarks

The official closing remarks were delivered by Rt. Hon. 2nd Deputy Prime Minister, Rtd. Gen. Moses Ali who reported that the emphasis of the NRM Government for the next five years is on service delivery and in line with the 5 year National Development Plan. As the leader of government business, he was concerned about the procurement delays noted in implementation of key strategic government projects identified in the National Development Plan (NDP) that are vital in achieving Uganda Vision 2040. He attributed the delays to poor procurement planning and poor contract management by the Government Agencies.

The Guest of Honour was also concerned about the low absorption of funds by Government Agencies, which continues to affect Official Development Assistance (ODA) utilisation, growth and poverty reduction efforts. He emphasised the need for all concerned stakeholders in the public and private sector to enhance their procurement capacity and ensure timely and effective service delivery of government projects. He also noted that the capacity of civil society organizations and the public should be strengthened through barazas to assist in monitoring the implementation of government projects. He was happy to note that Government Agencies that are performing well in public procurement are recognized and rewarded.

The Prime Minister also launched the PPDA 5 year Strategic Plan running from 2014/15 to 2018/19 (refer to the picture below). The overall goal of the Strategic Plan is “to ensure that the public procurement and disposal system in Uganda achieves value for money”. The focus on value for money by the Authority was deliberate since the public sector in Uganda is increasingly coming under pressure to move beyond procedural compliance and deliver sustainable results. Below are the strategic objectives of the new strategic plan:

- a) To strengthen Transparency and Accountability in Procurement.
- b) To increase competition and hence contribute to domestic industry development.
- c) To enhance the efficiency of the public procurement process.
- d) To strengthen contract management and performance.

- e) To leverage technology through e-Procurement & other ICT platforms to improve procurement outcomes.
- f) To enhance the performance of public procurement beyond compliance.
- g) To enhance the effectiveness of capacity building, research and knowledge management.
- h) To strengthen PPDA internal capacity to deliver improved performance of public procurement.
- i) Leverage and enhance PPDA's partnerships and collaborations.



5.3 Recognition of the Best Performers for FY 2013/14

The National Water and Sewerage Corporation and Entebbe Municipal Council were the Best Performing Entities for Central and Local Governments respectively for FY 2013/14. The Authority on an annual basis recognises the best performing entities in both the Central Government and Local Government categories based on the following criteria:

- Efficiency of procurement function in the Entity.
- Innovativeness of the Entity.
- Compliance to the laws and regulations.

At the award giving ceremony to the best Entities, the Rt. Hon. 2nd Deputy Prime Minister urged the best performing Entities to translate their good performance in procurement into improved service delivery and encouraged the other Entities to perform better in the coming assessment.

The Rt. Hon. 2nd Deputy Prime Minister emphasised the need for all concerned stakeholders in the public and private sector to enhance their procurement capacity and ensure timely and effective service delivery of government projects. The capacity of civil society organizations and the public should also be strengthened through barazas to assist in monitoring the implementation of government projects.

ANNEX 1: FOLLOW UP ACTION MATRIX

No	Issue	Recommendations	Responsibility centre
Efficiency and Partnership Issues			
1.	Weak Linkages between PPDA, Accountability Sector Agencies and Anti-corruption Agencies	PPDA should strengthen linkages with oversight and enforcement agencies including Parliamentary Accountability Committees, Auditor General, IGG, DPP and CIID.	PPDA
2.	Limited involvement of Civil Society, Media and general Public in demanding for transparency and accountability in public procurement	Continuous engagement of civil society and the media as partners in promoting accountability, transparency and integrity.	PPDA and PDEs
		Display of procurement plans by the PDEs	PDEs
3.	Manipulation of the existing paper based procurement system	Implement the e-GP strategy	PPDA
		Monitor the proposed Implementation of E-GP strategy through membership on the Steering and Technical Committees.	Procurement Policy Department - MoFPED
4.	Low levels of implementation of procurement budgets by Entities which affects service Delivery	PPDA should focus on 15 High Spend Agencies to ensure alignment of procurement plans with budgets/work plans and strengthen contract management and performance.	PPDA
Capacity Building Issues			
5.	Lack of capacity by contractors to deliver projects on time, as per the Bills of Quantities	Contractors' registration and classification system should be finalised.	Ministry of Works and Transport
6.	Limited involvement of local contractors in public procurement in Uganda	Issue of the guidelines to inform the use of preference and reservation schemes.	PPDA
		Adoption of at least one reservation scheme.	PPDA
7.	PPDA is a Centralised based oversight agency with need to take its services closer to the Entities that are dispersed countrywide	PPDA is to open 3 regional Offices in Gulu, Mbarara and Mbale over the next 3 Financial Years with Gulu set to be opened in March 2015	PPDA
8.	Inadequate capacities and competencies within the public sector procurement system to handle increasingly complex function.	Continuous Funding CIPS training for the Public procurement cadre	MoFPED
		Lobby MoFPED to adopt the use of the Independent Parallel	PPDA

No	Issue	Recommendations	Responsibility centre
		Bid Evaluation system for High Value contracts.	
		PPDA should scale up its capacity building initiatives to address the capacity gaps	PPDA
9.	Delayed payment of contractors after completion of work	Contractors should submit their completion certificates in time and ensure that the necessary approvals are sought.	Contractors
		Ensure timely release of funds to Entities	MoFPED
10.	Retention of funds greatly affects contractors' Cash flow	There is need for amendment of the conditions of contract in Standard Bidding Documents to substitute retention of funds with retention insurance bonds	PPDA
11.	Capital flight by foreign firms without technological transfer to the local firms	Law should enforce joint ventures with local firms worth more than 30% of the contractual value	PPDA
12.	Lack of representation of Contractors in the decision making process at PPDA	UNABCEC should be represented in the decision making process of PPDA which affects the contractors	PPDA
Policy Issues			
13.	Lack of policy to guide procurements conducted under bilateral arrangements	A clear policy should be enacted to guide procurements conducted under bilateral arrangements	MoFPED (Procurement Policy Department)
14.	There is no clear policy on procurements under Public Private partnerships(PPPs)	PPPs lie outside the jurisdiction of PPDA. However, the PPP Law is being developed to guide PPPs.	MoFPED
15.	Delays in the amendment of the Local Government PPDA regulations	PPDA should expedite the amendment of the Local Government (PPDA) Regulations, Standard Bidding Documents and Guidelines.	PPDA
16.	Absence of a policy document that that formed the basis of the PPDA law.	Approval of the NPSPP	Procurement Policy Department
		Disseminate the NPSPP	Procurement Policy Department
		Finalize the Implementation Strategy of the NPSPP	Procurement Policy Department

No	Issue	Recommendations	Responsibility centre
17.	Lack of legal framework for the operation of the Institute of Procurement Professionals of Uganda	Support the Minister to present IPPU draft bill to cabinet and thereafter parliament	Procurement Policy Department
18.	The structure of PDUs is old and cannot address the ever changing needs of Entities	Review of PDU structures with Ministry of Public Service.	Procurement Policy Department
PPDA Appeals Tribunal			
19.	Tribunal currently lacks a commissioner and support staff to enable it in the execution of its duties	Tribunal needs to recruit its own registrar and staff	Tribunal
20.	Management of the information generated by the Tribunal	Tribunal to setup a computerised case management system	Tribunal
		Tribunal should obtain recording system to record Tribunal proceedings	Tribunal
21.	Absence of guidelines on filing applications before the Tribunal	Develop Guidelines on filing Applications before Tribunal	Tribunal
		Sensitize the Public on the Appeals Tribunal Procedure Regulations and Guidelines.	Tribunal
22.	Presence of contentious issues on the operations of the Tribunal in the Amended PPDA Act	Organise a forum to discuss proposed amendments to PPDA Act that affect operations of Tribunal	Tribunal
Private Sector			
23.	Slow process of formalising arrangements of collaboration between the CSOs and Government Agencies.	MDALGs should create formal relationships with CSOs and work closely with them in	PDEs
		Strengthening linkages with non-state actors in contract monitoring	PPDA
24.	Lack of information by communities and CSOs to effectively monitor contracts	Contract information should be made readily available to all the stakeholders in accordance to the provisions of the Access to Information Act.	PDEs
25.	Financial constraints to effectively monitor the contracts by CSOs	CSO's should be supported to effectively monitor contracts	Development Partners
26.	There is a lot confusion in the construction industry as a result on lack of classification of contractors which has allowed big contracts going to	Contractors' registration and classification system should be finalized	UNABCEC

No	Issue	Recommendations	Responsibility centre
	contractors without capacity		
27.34	PDEs make unnecessary expenditure in public procurement	Undertake spend analysis in selected Procuring and Disposing Entities.	Procurement Policy Department
Practice Notes			
28.	Delays in payment of providers yet the money invested in the contract attracts interest	Delayed payment is sometimes due to delayed completion of the contracts and late submission of payment certificates.	PDEs
29.	Limited scope for citizen participation in contract monitoring.	Entities should work with non state Actors in monitoring contract Implementation	PDEs and CSOs
30.	Lack of will and motivation of user departments to initiate and manage contracts	There is need for motivation and capacity building of user departments to monitor contracts	PDEs
31.	Lack of proper handover by procurement staff in PDEs during transfers which leads to a lack of audit trail for PPDA	PDEs should ensure proper handover by the procurement staff in accordance with public service standing orders on handover	PDEs
32.	Forged documentation by providers	Measures should be put in place to electronically crosscheck documents to avoid forgery	PDEs

ANNEX 2 WORKSHOP PROGRAMME

Time	Activity	Presenter	Chairperson
8.30 – 9.00am	Arrival of Delegates and Registration		
Session I: Key Performance and Policy Issues			
9.00 – 9.15am	Welcome remarks	Board Chairman, PPDA	Deputy Secretary to the Treasury, Ministry of Finance, Planning and Economic Development
9.15 – 9.30am	Keynote Address and Official Opening of the Workshop	Hon. Minister of Finance, Planning and Economic Development	
9.30-10.00am	Performance of the Public Procurement System FYs 2012/2013 - 2013/14; Lessons Learnt	Executive Director, PPDA	
10.00-10.15am	Key Policy Proposals and Recommendations under the draft Public Procurement Policy	Accountant General, MOFPED	
10.15-10.30a.m	Statement from the Development Partners	Development Partners	
10.30 - 11.00am	Plenary Discussions	All	
11.10-11.30am	Tea break		
Session II: Impact of Reforms to Enhance Contracts Performance			
11.30-12.00	Perspective of an Entity on the Amendments to the Procurement Law	Managing Director, National Water and Sewerage Corporation	Solicitor General
12.00-12.30	Perspective of Providers on the Amendments to the Procurement Law	Presentation by President, UNABCEC	
12.30 – 1.15pm	Plenary Discussion	All	
1.15 – 2.15pm	Lunch break		
Session III: Partnership for Effective Service Delivery			
2.30 – 2.50pm	Efficient and Effective Delivery of Contracts in the	Chairman, Uganda Contracts Monitoring Coalition	Permanent Secretary,

Time	Activity	Presenter	Chairperson
	Public Sector Service Delivery	(UCMC)	Ministry of Works and Transport
2.50 – 3.10pm	Contract Management: The Case of Local Governments Service Delivery	Chief Administrative Officer – Wakiso District Local Government	
3.10 -3.40pm	Plenary Discussion	All	
Session IV: Setting Targets and Way Forward			
3.40 – 4.00pm	Setting Targets for FY 2015/16	Commissioner, Procurement Policy Department	Commissioner, Financial Services, Ministry of Finance, Planning & Economic Development
		Chairperson, PPDA Appeals Tribunal	
		Executive Director -PPDA	
4.00 - 4.30pm	Plenary Discussion	All	
4.30 - 5.30pm	Cocktail Official Launch of the PPDA Five Year Strategic Plan Award Ceremony for the Best Performing Entities for FY 2013/14 and Official Closing	Remarks by PPDA Board Chairman	Master of Ceremony
		Rt. Hon. 2 nd Deputy Prime Minister	

ANNEX 3 LIST OF PARTICIPANTS IN THE WORKSHOP

No	Name	Organisation	Designation
1.	Hon. Moses Ali	OPM	2 nd Deputy Prime Minister
2.	Hon. Maria Kiwanuka	MoFPED	Minister of Finance Planning and Economic Development
3.	Cornelia K. Sabiti	PPDA	Executive Director
4.	Sandy Richter	GIZ	Head of Project
5.	Dr. Simeon Wanyama	PPDA	Board Chairman
6.	Patrick Kagaba	FINMAP	Head PDU
7.	Lawrence Semakula	MFPED	Accountant General
8.	David Kiyangi	MFPED	Ag. Commissioner Procurement Policy Department
9.	Paul Wamala	MFPED	Advisor to the Minister
10.	Monica Nandujja	AFDB	Procurement Officer
11.	Albert Oduman	USAID/GAPP	NAPA
12.	Howard Centenary	World Bank	Senior Procurement Specialist
13.	Grace Nakuya M	World Bank	Senior Procurement Specialist
14.	Kenneth Akiiri	MTWA	Principal Assistant Secretary
15.	Arthur Bagarukayo	UNABCEC	Director
16.	David Kabateraine	PPDA Appeals Tribunal	Member
17.	Olive Zaale Otete	PPDA Appeals Tribunal	Chairperson
18.	Arch. Joel Kateregga	PPDA Appeals Tribunal	Member
19.	David Kabateraine	PPDA Appeals Tribunal	Member
20.	Abraham Nkaata	PPDA Appeals Tribunal	Member
21.	Moses Jurua Adriko	PPDA Appeals Tribunal	Member
22.	Lydia Ochieng Obbo	PPDA Board	Member

No	Name	Organisation	Designation
23.	Godfrey Ssemugooma	PPDA Board	Member
24.	Joseph Matsiko	PPDA Board	Member
25.	Mabel Kakooza	Price Waterhouse Coopers	Manager
26.	Gideon Badagawa	Private Sector Foundation Uganda	Executive Director
27.	John Nanyumba	MFPED	Ag. Head PDU
28.	Ruth Cheket	Uganda Revenue Authority	Supervisor Procurement
29.	Joseph Baliddawa	Institute of Corporate Governance of Uganda	President
30.	Mariam Wagadya	Inspectorate of Government	Deputy IGG
31.	Opolot Herbert	UETCL	Principal Procurement Officer
32.	Osbert Atusasiire	AH Consulting	Director of Operations
33.	Christine Adong	Office of the Auditor General	Assistant Procurement Officer
34.	Gloria Nakibuuka	Office of the Auditor General	Senior Public Relations Officer
35.	Lydia Kitakufe	NITA U	Secretary Contracts Committee
36.	Emaru Julius	NARO	Ag. HPDU
37.	James K. Kiyonga	International Procurement Consultants	Consultant
38.	K.H.F. Lutimba	MAAIF	Head PDU
39.	Gerald Kasigwa	Accountability Sector	Financial Management Specialist
40.	Anne Lwanga	KCCA	Supervisor PPDU
41.	Isaac Mutenyo	UPE	President
42.	Robert Mpagi	DP PFM WG	Consultant
43.	Alfred Okidi	NWSC	Deputy Managing Director
44.	Peter Byomuhangi	NWSC	Senior Manager Legal Services
45.	Norah Nyanganda	NWSC	Principal Procurement

No	Name	Organisation	Designation
			Officer
46.	Martin Busuulwa	NWSC	Principal Procurement Officer
47.	Deo Aeloi	MOICT	HPDU
48.	Farouk Kayondo	IG	Public Relations Office
49.	Francis Ekadu	Transparency International	Project Coordinator
50.	Jane Meke M	MWE	Principal Procurement Officer
51.	K G Galimaka	KCCA	Ag. Manager
52.	Patience Tumusiime R	URA	Manager
53.	Margaret Basemera	MOWT	Principal Procurement Officer
54.	Arch. Kenneth Amunsimire	Uganda Society Of Architects	Vice President
55.	David Karuma	MTIC	Head PDU
56.	Juliet Kembabazi	MLHUD	PO
57.	Henry Kityo Sekamanya	Transparency International	RPO
58.	Emily Mbabazi	REA	HPDU
59.	S. B. Ahabwe	OPM	HPDU
60.	Eva Kababuto	NHCC	HPDU
61.	Paul Godfrey Makumbi	CAA	HPDU
62.	Gilbert Sendugwa	AFIC	Executive Director
63.	Pinto Miwove	UNABCEC	Executive Director
64.	Julius Torach	NITA-U	Director E-Govt
65.	Robert Gumisiriza	NITA-U	HPDU
66.	Dr. Fredrick Kitoogo	NITA-U	Director Planning
67.	Viola Othieno	NITA-U	MSBP
68.	Alex B. Okello	MOWT	PS
69.	Ketrah Katunguka	MOJCA	Commissioner

No	Name	Organisation	Designation
70.	Dr. C Bukenya	NAADS	Manager
71.	Flavia Waduwa	MOLG	VS/F&A
72.	Esther Mufumba	Uganda Debt Network	Programme Officer
73.	Wilfred Olwora	MFPEP	
74.	Gladys Kyomugisha	Uganda Road Fund	HPDU
75.	Steven Mugisha	UNRA	Manager Pdu
76.	Anne Nannyombi	Entebbe MC	Procurement Officer
77.	Ben Otim Ogwette	Mbale DLG	CAO
78.	A M Kiganda	Masindi DLG	CAO
79.	Dunstan Balaba	Adjumani DLG	CAO
80.	Dr. Tom Gidudu	Kayunga DLG	DCAO
81.	John Mary Luwakanya	Mpigi DLG	Chairperson
82.	Lillian Kobusingye	Kabale MC	Town Clerk
83.	Katamba Fred	Mukono DLG	For CAO
84.	Sekyole Deogratus	Entebbe MC	Chairman CC
85.	Norman J Ochero	Abim DLG	Chairperson
86.	James Sewankambo	Wakiso DLG	Ag. CAO
87.	Simon Kimanye	Entebbe MC	D/Mayor
88.	George S Odongo	LIRA DLG	RDC
89.	Kanda Christine	Fort Portal MC	Senior Procurement Officer
90.	Mary Namatovu	IPPU	ES
91.	Aidan Nakuti	UBC TV	Reporter
92.	Emmanuel Lubega	Urban TV	Reporter
93.	Billy Rwothungeyo	New Vision	Writer
94.	Baz Waiswa	East African Business Week	Reporter
95.	Nanfuka Faridah	UBC TV	Journalist
96.	Juela Mubayizi	NBS TV	Reporter
97.	Ower Mark	KCCA	Com & Media Officer

No	Name	Organisation	Designation
98.	Agaba John Paul	KCCA	Com & Media Officer
99.	Ronnie Mayanja	Prime Radio	Reporter
100.	Elijah Turyagumanawe	NBS	KCCA
101.	Gloria Irene Nabakooza	NBS	KCCA
102.	Juliet Nuwamanya	Vision Group	Reporter
103.	Ibrahim Bukenya	Star FM	Reporter
104.	Olivia Namaloba	UBC Radio	Reporter
105.	Kajura Solomon	KCCA	Media
106.	Wilson Wafula	Mbale DLG	Driver
107.	Ramathan Kiiza	Masindi DLG	Driver
108.	Kizito Ibrahim	Mpigi DLG	Driver
109.	Nuwamanya Obed	Mpigi DLG	Escort
110.	Ongom Simon Peter	Abim DLG	Driver
111.	Sonde Derrick	Kayunga DLG	Driver
112.	Odongo Gilbert	MOLG DLG	Driver
113.	Kalinda George	Wakiso DLG	Driver
114.	Serwanga Kuraishi	Lira DLG	Escort/RDC Lira
115.	Okello Walter	Lira DLG	Driver
116.	Benson Turamye	PPDA	DPAI
117.	Agnes Ojiambo	PPDA	Manager Internal Audit
118.	Asaph Ndawula	PPDA	HRM
119.	Julius Mwesigye	PPDA	Director Finance & Administration
120.	Winny N Akullo	PPDA	SLDO
121.	Rebecca Namayanja	PPDA	Registry Officer
122.	Simon Businge	PPDA	Senior Internal Auditor
123.	Richard Turyatunga	PPDA	SHRO
124.	Julian Ahebwa	PPDA	SDBA

No	Name	Organisation	Designation
125.	Uthman Segawa	PPDA	Manager Board Affairs
126.	Simon Onyango	PPDA	EGPM
127.	Bradford Ochieng	PPDA	MCORP
128.	Sophia N Masagazi	PPDA	MLAS
129.	Obasoni Richard	PPDA	SFO
130.	Sylvia Nabakka	PPDA	Secretary
131.	Aloysius Byaruhanga	PPDA	MPAI
132.	Doreen Mulema	PPDA	SOCM
133.	Ronah Kemigisa	PPDA	EGPA
134.	John Saturday	PPDA	MTCB
135.	Martin Byamukama	PPDA	Senior Procurement Officer
136.	Hilda K Mwesigwa	PPDA	MPAI
137.	Jimmy Mugisa	PPDA	Manager Finance & Administration
138.	Moses Ojambo	PPDA	Ag. Director -TCB
139.	Rose Nalukwago	PPDA	Secretary
140.	F Bukenya	PPDA	Senior Personal Assistant to ED-PPDA
141.	Monica N	PPDA	Manager Information Technology
142.	Richard Kalule	PPDA	Research Officer
143.	Fred Mukasa	PPDA	Research Officer
144.	Edwin Muhumuza	PPDA	Manager Compliance Monitoring
145.	Micheal Dumba	PPDA	Driver
146.	Patrick Senono	PPDA	Driver
147.	Richard Semitala	PPDA	Driver
148.	John Ndyanabo	PPDA	Driver
149.	Susan Bashajja	PPDA	Cashier