

INSIDE STORIES:

PPDA to Unveil New Regional Office Block in June 2024

Government Committed to the Roll Out of e-GP - Ggoobi

PPDA in Capacity Building Drive for National and Regional Referral Hospitals.

Here is Why Accounting Officers are Critical in Curbing Private Sector Corruption.

The Office Death Seat by Bridget Opany



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TANZANIA TO LEARN FROM UGANDA'S ONLINE CONTRACT MONITORING SYSTEM



The delegation from Tanzania's Public Procurement Regulatory Authority - PPRA, in a meeting chaired by Benson Turamyie - Executive Director PPDA. In attendance were representatives from The German Agency for International Cooperation (GIZ Uganda) and staff of PPDA Uganda.

The Public Procurement & Disposal of Public Assets Authority (PPDA) hosted a delegation from its southern neighbour, Tanzania. The delegation, representing Tanzania's Public Procurement Regulatory Authority (PPRA), visited the country to learn how the PPDA utilizes the Contract Monitoring System (CMS) to address gaps in contract monitoring.

Tanzania's PPRA is striving to address gaps in contract monitoring that affect procurement outcomes and service

delivery. These gaps primarily arise from the regulator's insufficient resources to closely monitor every procurement and disposal in a decentralized public procurement environment. Similar challenges are not exclusive to Tanzania; Uganda and many other countries in the African Region also faced these issues until a digital solution was implemented in Uganda.



The Leader of the Tanzanian delegation, Yahaya Edrisa (L), in a discussion with the PPDA Executive Director, Benson Turamye (M) and Einar Fogh, Head of Component, of the German Agency for International Cooperation (GIZ).

In 2022, leveraging technology and with the support of the German Agency for International Cooperation (GIZ) the PPDA developed a mobile-based application called the Contract Monitoring (CMS) App. The CMS App aims to enhance the existing relationship between PPDA and Civil Society Organizations (CSOs) by providing a reporting system/platform. CSOs can use this platform to report information in real-time to PPDA about ongoing contracts in their areas.

Benson Turamye, the Executive Director of PPDA, explained to the visiting delegates,

"The partnership between PPDA, CSOs, and the Procuring and Disposing Entities (PDEs), which are the entities being monitored, is crucial for the survival and smooth operation of the CMS. The PPDA signed a framework with CSOs, enabling them to access information from PDEs about ongoing contracts in the latter's jurisdiction. This information allows CSOs to assess contracts and report to PPDA if any issues are discovered contrary to what is stipulated in the contracts. Once PPDA receives the referred issues, the Authority collaborates with the concerned PDE to address the problems. Understanding this relationship is crucial for the successful implementation of the CMS."

The PPRA team comprised two technical staff members from the Tanzanian Authority, a representative of CSOs, and a representative from GiZ-Tanzania, which is a partner of PPRA in implementing the CMS in Tanzania. Uganda's partner, GiZ-Uganda, was also represented by Einar Fogh – Head of Component who shared the partnership journey between PPDA and GiZ leading to the development of the CMS.

Yahaya Edrisa, a Director from PPRA, expressed appreciation for the full-day benchmarking exercise, during which the finer details of the CMS were shared by Doreen Kyazze, the PPDA Manager Performance Monitoring.

"We have learned a lot from the visit, and we appreciate PPDA's approach of being more of a facilitator than a watchdog of the procurement system in your country" he noted.

In its new strategic plan (2020–2021 to 2024–2025), the PPDA commits to leveraging technology to enhance efficiency and service delivery in Uganda's public procurement system and disposal. Consequently, systems like the CMS and the Electronic Government Procurement System (e-GP) have been developed to automate and streamline public procurement processes and disposal in pursuit of sustainable national development.

PPDA IN CAPACITY BUILDING DRIVE FOR NATIONAL AND REGIONAL REFERRAL HOSPITALS.



Benson Turamye, Executive Director-PPDA addresses representatives of National and Regional Referral Hospitals during the capacity building training at the PPDA Head Office.

The national & regional referral hospitals play a big role in bolstering the Nation's health system. They carry the heaviest and most complex health needs of Uganda's population and therefore, are at the core of Uganda's growth and development. Procurement (of infrastructure, medicines and other necessities) is invaluable in the operations and maintenance of such institutions.

"This is the reason why PPDA is interested in making sure that stakeholders involved in the procurement value chain are acquainted with the most recent developments in public procurement and disposal," notes Benson Turamye, the Executive Director of PPDA.

Turamye made the remarks while officiating at the high level capacity building meeting for representatives of national and regional referral hospitals organised by the Authority on October 31, 2023 at the head office in Nakasero-Kampala.

Turamye, acknowledged that a significant share of Uganda's budget is spent on health systems and thus stakeholders must ensure effective service delivery.

"The health sector accounts for UGX. 4,179.2 billion. As stakeholders in the business of saving lives, it is our obligation to ensure that these public funds are utilized efficiently, effectively and transparently to provide our citizens with good quality and accessible health care services," he added.

The full day training was attended by representatives from various national and regional referral hospitals, including; Mulago National Referral Hospital, Kiruddu Hospital, Kawempe Hospital, Butabika, and Naguru China –

Uganda Friendship Hospital. The main objective was to enhance both the public procurement processes and service delivery within the institutions.

Representatives were exposed to nascent developments in the public procurement sphere such as the Electronic Government Procurement System (e-GP), Green Public Procurement, and the Contract Monitoring System (CMS), among others.

Launched in 2021, the e-GP system has streamlined procurement processes in entities where it has been piloted. It has tackled delays in procurement processes in these entities, and reduced human interaction in the procurement process which has been the breeding area of corruption. PPDA is to enrol

the e-GP to referral hospitals to improve their efficiency. Turamye asked the trainees to embrace the system to improve the turnaround time in procurement in their institutions.

Trainees were also introduced to the concept of 'Alternative Procurement Systems' such as accreditation in which a Procuring and Disposing Entity (PDE) can apply to PPDA for approval of use of other procurement methods, should the procurement needs of the Entity exceed the provisions of the current legal and regulatory framework.



Some of the representatives from different National and Regional Referral Hospitals and PPDA staff during the training.



Mulago Specialised Hospital Maternal & Neonatal Center recently commissioned to bolster health service-provision at Mulago National Referral Hospital. The leadership of the facility will need to follow prudent procurement procedures if they are to offer efficient and effective services to the citizenry.





Emmanuel Cheptoeck, Senior Officer Performance Monitoring addressing representatives of National and Regional Referral hospitals during the capacity building training at the PPDA Head Office.

“Deficiency in planning brings about delays in service delivery and the acquisition of subpar products”

In his presentation on public procurement planning and disposal, Emmanuel Cheptoeck emphasized that many of the issues in public procurement system and disposal from inadequate planning.

“When planning is deficient, it can lead to service delivery delays and the acquisition of subpar products,” he cautioned.

Cheptoeck urged all stakeholders in the hospitals, particularly the user departments, to actively engage in the procurement planning process.

“It's essential that they ensure the latter's consolidated plans are submitted to the relevant authorities in a timely manner,” he added.

The PPDA Manager Performance Monitoring Miriam Nyakamadi urged Contract Managers in the hospitals to always ensure that providers abide by the terms of reference as stipulated in the contract. The PPDA Performance Monitoring reports have indicated a gap in strictness while monitoring ongoing contracts in the regional and national referral hospitals.

In seeking to be a dynamic facilitator of Uganda's procurement and disposal system, the PPDA in its regulatory operations focuses on not only supervision and performance monitoring but also capacity building of sector players.

This proactive approach is meant to prevent malpractice in public procurement before misdeeds happen at the expense of service delivery. Upon attaining improved service delivery, PPDA envisions sustainable national development for all in Uganda.



Miriam Bigirwa – PPDA Manager Performance Monitoring making a presentation during the capacity building training at the PPDA Head Office.

PPDA TO UNVEIL NEW REGIONAL OFFICE BLOCK IN MBARARA IN JUNE 2024



An artistic impression of the proposed office structure meant to house the PPDA Western Regional Offices upon completion in Mbarara City.

The PPDA is on course to unveil a new office block as part of the wider efforts to strengthen the regulation of the public procurement and asset disposal system, as enshrined in the Authority 2020-2025 strategic plan.

Located at Plot Number 2, Western Bypass Link on Kamukuzi road, in Mbarara city, the project is part of the partnership between Mbarara District Local Government and the PPDA.

The PPDA secured the plot measuring 25 decimals in the upscale neighborhood of Kamukuzi, in Mbarara city, from Mbarara District Local Government and it was officially handed over to the PPDA Board of Directors and Management team in May 2022.

Speaking during the handover function, the then Mbarara District Chief Administrative Officer, Edward Kasigara said that the District Council, with the approval of the Ministry of Local Government, had so far allocated three plots of land for different projects. These include the Office of the Auditor General who constructed and are already occupying their office premises, a businessman for the construction of an international school and now, the PPDA.

Basil Bataringaya, the Kashari North MP who was present at the same function said that he was part of the District Council, (2016-2021), that passed the resolution to offer a plot to the PPDA.



PPDA Board Chairperson, Julius K. Ishungisa performs the ceremonial ground breaking to kick-start construction of the PPDA Western Regional Office block at Kamukuzi in Mbarara City.

Upon securing the plot, the PPDA broke the ground for the construction, of the three-storey office block, in May 2023.

The PPDA management team that recently visited the site to assess the progress of the construction urged the contractor to expedite the construction and to enroll more manpower, if need be, so that the project is delivered on time; 30th June 2024.

According to the Executive Director, Benson Turamye, the project is, *"dear to our hearts. We want quality and on time."*

Uday Kiran, the contract coordinator of Seyani Brothers, the contractor, assured the PPDA manage-

ment team that they are ready to handover the project by 30th June 2024.

"We are keeping the client in mind", he said.

This is in spite of minor delays occasioned by what Uday Kiran calls the need for hardcore laying and sand filling to adhere to the geotechnical survey report. The report recommended a strengthened foundation depth.

Once complete, the office block will accommodate or house office space to staff and a spacious hall for the capacity building efforts of the Authority to train contractors and staff of different government agencies on public procurement and disposal processes.

GOVERNMENT COMMITTED TO THE ROLL OUT OF E-GP

The Permanent Secretary and Secretary to the Treasury (PS/ ST), at Ministry of Finance, Planning and Economic Development, Ramathan Ggoobi, has reiterated government's intention to roll out the electronic government procurement system, (e-GP), to all entities by the end of the 2024/2025 financial year.

The e-GP is an integrated system designed to digitize the procurement and disposal process in Ministries, Departments and Agencies of Government.

On 1st July 2021, the government initiated the e-GP in 12 pilot entities and progressively, to-date, 36 entities are enrolled on the system. Speaking to Accounting Officers, heads of procurement and Disposal units, plus members of the Contracts Committees of the 36 enrolled entities, in Kampala recently, Ggoobi said that within the next two years, e-GP will be rolled to 420 entities.

Ggoobi also underscored the importance of e-GP, a departure from the traditional paper-based procurement system, which he said has been fraught with delays and irregularities. *"We are going to eliminate endemic delays and public sector procurement redundancies,"* Ggoobi said adding that the e-GP will also reduce human interactions which he said is one of the conduits for corruption. He also noted that e-GP is facilitating real time access to information which is good for business. He challenged the stakeholders in the roll out of the e-GP to embrace it and overcome resistance to change and the paper-based system that has hitherto been in use.

Ggoobi reaffirmed government's



Ramathan Ggoobi - The Permanent Secretary and Secretary to the Treasury (PS/ ST), at Ministry of Finance, Planning and Economic Development

commitment to funding and supporting the e-GP, asking the officers involved in the roll out process to "actively participate in the implementation of this reform".

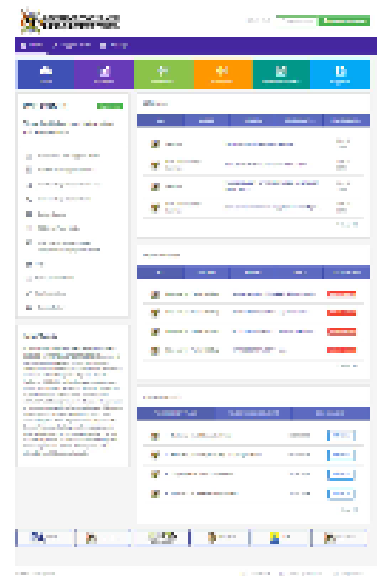
While speaking during the same function, the PPDA Executive Director Benson Turamye, noted that, *"Public Procurement being the backbone of economic development, accounting officers and their teams should ensure that public funds are utilized efficiently, effectively, transparently, and in the best interest of our citizens"*.

Turamye added that "the e-GP system is envisaged to minimize human interface and provide a one stop centre for all procurement and disposal information. As such, I would like to add my voice to that of the PS/ ST and implore you to give us your utmost support which is very



How does one access e-GP?

e-GP stands for Electronic Government Procurement system which automates the public procurement process and enables the interactions of Government to Business services (G2B). e-GP is a web-based system accessed through <https://egp.uganda.go.ug/> on any internet-based device.



For More Details:

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Nakyeyune also noted that while the system is an important tool for fighting corruption, it cannot by itself eliminate the vice because *“corruption is an attribute”*.



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HERE IS WHY ACCOUNTING OFFICERS ARE CRITICAL IN CURBING PRIVATE SECTOR CORRUPTION.



SAY NO TO CORRUPTION

"Here is why Accounting Officers are critical in curbing private sector corruption."

By Benson Turamye
Executive Director, PPDA



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There is a popular phrase, in public discourse, to wit; 'the buck stops here' or 'where does the buck stop'. Historically, this phrase, (or idiom), was reportedly coined by Harry Truman the 33rd president of the United States, (1945 to 1953).

The main thrust of this idiom is that a person in a position of responsibility is liable for whatever happens in their docket and should not try to pass the responsibility on to someone else. In government, this can never be truer than when referring to the Accounting Officer (AO).

The AO is that person appointed by the Permanent Secretary/ Secretary to the Treasury under Section 11 of

the Public Finance Management Act, 2015 (PFMA). The most widely known AOs are Permanent Secretaries for Ministries, Chief Administrative officers (CAO) for Districts and Town Clerks for cities and Municipalities. There are also other Accounting Officers, mainly the heads of government institutions like statutory agencies, commissions and authorities which are self accounting and semi-autonomous from the parent ministries.

In line with Section 45 of the PFMA, AOs are the ultimate authority in terms of utilization of public resources in their institutions. This is irrespective of the fact that there are always other government officials who are more senior than the AO, including ministers.

According to the PFMA, the AOs are charged with controlling and ensuring proper use of monies appropriated to their institutions and authorizing commitments on behalf of their institutions. Furthermore, the PPDA Act in Section 26 stipulates that the Accounting Officer shall have overall responsibility for the execution of the procurement and disposal process.

Even when they delegate responsibilities, say when they are on leave, the law provides that an AO shall still be personally accountable for a function or responsibility that is delegated.

In the realm of public procurement and public assets disposal, (which is the essence of this article), the buck indeed stops with the AO. When a procurement process goes according to plan, then the AO gets credit. It also follows that when things go haywire, the AO is answerable because the buck stops with them even when we know that there are a multiplicity of stakeholders involved who may mess up the processes. When a government health centre under construction collapses, the contractor may take the blame, but ultimately the AO will have questions to answer. And when a similar facility is flawlessly constructed to the satisfaction of all stakeholders, the AO should, and will take the plaudits.

The main gist of this article however is not just about successful or unsuccessful public procurements. It is also about how the AO is an invaluable ally in curbing private sector corruption.

When we talk of corruption, the main conclusion by the ordinary citizen is dishonest or fraudulent conduct by government officials. Granted, corruption by public officials is still a big challenge undermining government efforts to deliver services to the population. However, unknown to many, there are other forms of corruption orchestrated by the private sector players, notably bidders and contractors.

In pursuit of our mandate we, as PPDA, encounter many cases of illicit, underhand and ultimately criminal acts indulged in by our private sector players.

The PPDA Act under section 94 mandates the Authority to suspend a provider from engaging in any public procurement or disposal process. The grounds for such suspension may rise from the recommendation by an AO of a Procuring and Disposing Entity or after investigations by the PPDA establishes breaches of the Code of Ethics.

And these breaches are prevalent. They include forging of bid securities, and performance bonds. A bid security is a form of monetary guarantee that government agencies require from a bidder or tenderer to safeguard against the withdrawal of their bid in the procurement process. This is majorly to eliminate unscrupulous persons whose participation in the procurement process may unduly lead to delays and loss of valuable time.

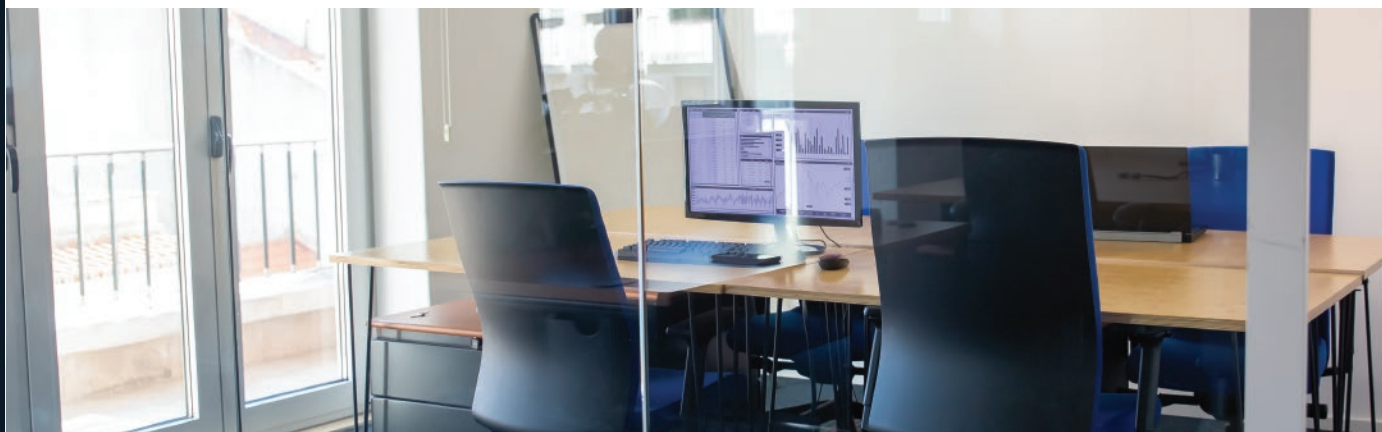
A performance bond, on the other hand is a financial guarantee (and typically backed by banks) to the government, against the failure of the contractor to meet their obligations when they are awarded contracts. Contractors issue performance bonds to government as an assurance that they are up to the task of the contracts they have won.

It is in this regard that we must hail the AOs because they have done a lot to bring to the attention of the PPDA numerous forgeries. But it is not yet time to rest on our laurels. We need concerted effort to fight private sector-led corruption from the public procurement and asset disposal system.

The PPDA does not derive any gratification from suspending any firms from doing business with government. In fact, the Authority commits a lot of time and efforts in building the capacity of the contractors, especially local contractors, to enable them handle high end contracts that have hitherto been awarded to foreign firms.

However, building capacity and empowering local firms should not be at the expense of ethics and the law. The PPDA Act and other legal instruments in this country enjoin all players in public procurement and disposal processes to adhere to ethics.

"This article was first run in the New Vision on the 12th October 2023."



THE OFFICE DEATH SEAT

By:

Bridget Teddy Opany, Senior Officer, Human Resources, PPDA



This week, I learnt a new word or phrase; Metabolic syndrome. It refers to a group of conditions that occur together, increasing your risk of heart disease, stroke and type 2 diabetes. And my new found phrase got me thinking things.

Throughout the time we spend at school we look forward to the time we will be done with school and get what is referred to as a "corporate job" (what does that even mean?). We are excited when we finally have a job offer with the Corporate organization; MTN, BOU, PPDA whichever it is. The excitement cannot be compared to anything. We are quick to tell our friends and family of this great achievement. We are working! And not just working but in a "corporate" environment. What could be better than that? You get to have a real cool office, a desk, a spinning chair so you get to sit and roll all day, desk phone (so you don't have to walk to the person in the next office) and so many other fancy things.

In all this, no sane or un-sane mind thinks that this new job can pause problems and especially not health ones.

The length of time we spend in these glorious offices, sitting because everything is so simplified and requires no movement, the adaptation of technology that ensures that we can accomplish so much with as little mobility as possible; that right there is the health risk we are all too busy to imagine.

While chasing career goals we don't ever pause to think that the hours we spend sitting at that desk and looking at that computer screen can actually cause health issues that unfortunately are likely to get even more complicated as we age. Living a sedentary lifestyle such as this can be dangerous to your health. The less sitting or lying down you do during the day, the better your chances for living a healthy life. But what are the chances, when we are living the "corporate" dream?

Research has linked sitting for long periods of time with a number of health concerns which include obesity and a cluster of conditions such as increased blood pressure, high blood sugar, excess body fat around the

waist and unhealthy cholesterol levels- that make up metabolic syndrome.

If you live a sedentary lifestyle, you have a higher chance of being overweight, developing type 2 diabetes or heart disease, and experiencing depression and anxiety (imagine this!).

Humans are built to stand upright. Your heart and cardiovascular system work more effectively that way. Your bowel also functions more efficiently when you are upright. It is common for people who are bedridden in hospital to experience problems with their bowel function. When you are physically active, on the other hand, your overall energy levels and endurance improve, and your bones maintain strength. Know this; sitting for too long can also cause problems with your back, especially if you consistently sit with poor posture or don't use an ergonomically designed chair or workstation, and most of us don't.

Sitting for long periods can also lead to weakening and wasting away of the large leg and gluteal muscles (bum-bum). These large muscles are important for walking and for stabilizing our bodies. If these muscles are weak, you are more likely to injure yourself from falls, and from strains when you do exercise.

When you sit for too long daily you also stand the risk of developing varicose veins or spider veins. This is

because sitting causes blood to pool in your legs. Varicose veins aren't usually dangerous but in rare cases, they can lead to blood clots, which can cause serious problems. (After 5p.m, read about vein thrombosis).

Did you know that moving your muscles also helps your body digest the fats and sugars you eat? If you spend a lot of time sitting, digestion is not as efficient, so you retain those fats and sugars as fat in your body.

Even if you exercise but spend a large amount of time sitting, you are still risking health problems, such as metabolic syndrome. The latest research suggests you need 60–75 minutes per day of moderate to intensity activity to combat the dangers of excessive sitting and yet for most of us with an 8–5 job, the only time we will stand up or walk is when we have to walk a few meters to the bathrooms (twice a day) and then to our cars in the evening when the day is done. Total minutes of walking in a day? Probably 10.

I don't want to scare you, well I actually do- and especially if scaring you will finally make you pay attention to your health. Because no one can take better care of you than you can. Let not the doctors ever bring up that seemingly fancy phrase to your face. Metabolic syndrome should be as far from us as the East is from the West.



THE CROSS GENERATIONAL WORKPLACE AND HOW TO MAKE IT HARMONIOUS FOR ALL



By:
Charity Nyamungu,
Senior Officer - Customer Service, PPDA

In days gone by, it was common for two age groups to be represented in the workplace. Times have changed, and now you could find yourself working with as many as five generations.

According to studies, there are seven generations who are born in different times and these include the Greatest Generation (1901-1924), Silent Generation (1925-1945), Baby boomers (1946-1964), Generation X (1965-1980), Millennials (1981-1996), Generation Z (1997-2012), Generation Alpha (2013-2025).

A cross-generational workforce comprises of employees from different generations. Statistics from the PPDA Human Resource indicate that as of October 2023, the Authority boasts of 137 staff members and four generations in its work force, the Baby boomers, Generation X, Millennials and Generation Z.

Generational differences may influence how people communicate, think and work. To communicate effectively with a cross generational workforce, using a one-size-fit-all mentality may have to be avoided. For instance, Baby boomers tend to enjoy face-to-face meetings and phone calls. Generation X workers may appreciate receiving information through voice mails and emails, Millennial employees may enjoy obtaining data via instant text messages and blogs. The Generation Z appreciate visual communication and face-to-face interactions as their communication style.

Certainly, having a cross generational workplace is vital because each of these groups possess distinct characteristics, preferences, style, perspectives, experiences and skillsets that can significantly contribute to the Authority's success. The older generation often brings years of experience, wisdom and strong work ethics. They serve as mentors and play a crucial role in passing down institutional knowledge to young employees.

According to various authors on age and generations, when multiple generations of people work under one roof, conflicts are sometimes unavoidable. When tension arises due to cross generational differences, it is best that employees don't allow it to stifle the organization's progress. Instead, the conflict should be utilized as a springboard to enhance collaboration and innovation.

A cross generational workplace may be harmonious for all by employees establishing respect for each other. The younger generation need to respect the older generations' seniority and experience just as the older generation needs to respect the talent and potential of younger generations.

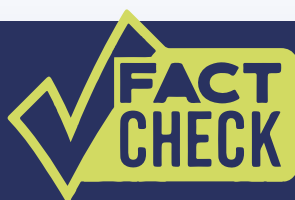
Employees may need to be flexible and accommodating of each other as this would prevent division and conflict. Each generation has its wants, needs, values and different

ways of working. Older generations often have fewer responsibilities and costs at home and they appreciate the opportunity to work part-time or reduced hours so that they can enjoy the benefits and rewards of a lifetime's work. Studies further show that an increasing number of generation Xers are responsible for caring for both their elderly parents and children alongside their work. And for employees who are Millennials and Generation Z, a sociable life outside of work is often just as important as their career.

Stereotyping at the work place should be avoided to promote working together harmoniously. Everyone is unique and employees should fight their unconscious bias and accept individuals based on their merits rather than members of particular generations.

Successful multi-generational teams identify, value and build on one another's skills and experiences as this is key in working harmoniously with each other. The Boomers can pass on the knowledge, information, useful contacts and perspectives that they have developed during their years at work. In return, the Xers and Millennials can help them get to grips with recent innovations.

In conclusion, employees need focus on the things that unite them with colleagues of all generations.



05

The requirements for any procuring and disposing entity (i.e. any government agency), for a procurement and disposal process:

- An Accounting Officer defined in section
- A Contracts Committee;
- A Procurement and Disposal Unit;
- A User Department; and
- An Evaluation Committee.

03

The category of officials prohibited by law from being members of the contracts committee

- The head of the procurement and disposal unit;
- The head of the finance department, but not the head of the accounts department, where the positions are held by different officers;
- The staff of the department of internal audit

However the head of the procurement and disposal unit attends the meetings of the Contracts Committee to offer clarifications.



The Accounting Officer has overall responsibility for the execution of the procurement and disposal process. Even when they delegate responsibilities, say when they are on leave, the law provides that an Accounting Officer shall still be personally accountable for a function or responsibility that is delegated.

When a procurement process goes according to plan, then the AO gets credit. It also follows that when things go haywire, the AO is answerable.

LEISURE PAGE

Psychology Hacks

- 🕒 When someone answers your questions partially, wait. Don't interrupt.
- 🕒 Chances are high that they will complete the answer when you say nothing
- 🕒 When you want to get something from someone, frame it as an offer/opportunity instead of a request.
- 🕒 Anyone will be ready to accept an offer/opportunity
- 🕒 A person's name is the sweetest sound in the world to that person. To make a person feel very special, remember and repeat their name.
- 🕒 When you are learning something, teach someone about it. You will remember it easily and explore more in the process of teaching.

This is no laughing matter

- 🕒 This weekend I'll be hosting a party at home. It's only for cute people. If you are ugly please don't come. Even myself I won't be there.
- 🕒 I don't gossip. It's not my fault that you are not there when I talked about you.
- 🕒 I don't understand why Banks get upset when I can't repay a loan. They already knew that I had no money when I came to borrow!
- 🕒 Stealing ideas from more than one person is called research.
- 🕒 Help a man when he is trouble, he will remember you when he is in trouble again.

Tot of wisdom

- Don't ever fight to be known, but rather fight to know, because what you know will make you known.
- "Man is not what he thinks he is, he is what he hides." Andre Malraux, a French novelist and art theorist.



**PUBLIC PROCUREMENT AND DISPOSAL
OF PUBLIC ASSETS AUTHORITY**

"Procurement That Delivers"

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