

UGANDA DISCUSSES SUSTAINABLE PROCUREMENT AT BRICS SUMMIT



Some of the delegates at the BRICS Summit in Brazil. Mercy Kyoshabire, PPDA Director Procurement and Disposal Capacity Building (5th from left) was one of the panelists at the Summit.

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FOREWORD

By: **Benson Turamye** Executive Director - PPDA

Welcome to the end of the 2024/2025 financial year edition of the PPDA Newsletter. Dear reader, if you are seeing this for the first time, this is our quarterly publication through which we share with our stakeholders' developments in public procurement in the country. To our regular readers, we thank you for walking this journey with us and we use this opportunity to reiterate our commitment to keeping you abreast with happenings in this, the everchanging arena of public procurement and public assets disposal.

In this edition, our writers delve into a variety of topics that have dominated the public procurement spectrum in the last few months. The most salient of these is the revising of the Standard Bidding Documents (SBDS).

The revising of the SBDs is in line with the Authority regulatory mandate. Section 8 of the PPDA Act, Cap 205 provides that, among other things, the functions of the Authority are to, "prepare, update and issue authorized versions of the standardized bidding documents, procedural forms and any other attendant documents to procuring and disposing entities." Thus, since November 2023, the updating of the SBDs has been ongoing through a national consultative process. You may want to interest yourself in the major issues in the revised SBDs that take effect on 1st July 2025.

This edition also dwells on other undertakings both locally and internationally, that are of significance to our stakeholders. As many of us may be aware, Uganda became a partner state of BRICS. This is an acronym for, Brazil, Russia, India, China, and South Africa that since 2006 came together in a partnership to increase their economic clout and political standing in the world. It was in this context that PPDA represented Uganda at the BRICS summit in Brasilia, Brazil, and not just as a mere participant, but as a key presenter on Sustainable Public Procurement. This was a timely opportunity, considering that the Authority has singled out sustainable public procurement as a core task for our country's development agenda and for posterity.

We invite you to enjoy your reading of all this and more, plus our coffee break pages. If you should want to remain up-to-date on these matters and more through this platform, our newsletter is always uploaded on our website, www.ppda.go.ug. And please do not hesitate to contact us using the channels indicated at the back of this publication, on any matters related to public procurement or disposal of public assets.

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President of Uganda, Gen. Yoweri K. Museveni and Russian President, Vladimir Putin. Uganda's profile on the global scene has continued to soar, this time on sustainable procurement.

On Monday 26th May 2025, Uganda joined global efforts to promote sustainable public procurement, as a partner state at the BRICS Seminar on Sustainable Government Procurement in Brazil.

BRICS is an acronym for a bloc of countries, Brazil, Russia, India, China, and South Africa that formed a partnership to operate as an organization that seeks to further economic cooperation amongst member nations and increase their economic and political standing in the world.

The group was originally composed of Brazil, Russia, India, and China at their inaugural meeting in 2006. South Africa acceded to the bloc in 2010. The organization expanded again in 2024, with Egypt, Ethiopia, Iran, and the United Arab Emirates attending the 16th BRICS Summit as official members.

The current BRICS partner states include: Belarus, Bolivia, Cuba, Kazakhstan, Malaysia, Nigeria, Thailand, Uganda, and Uzbekistan. These countries were invited to join the BRICS group as partner states in early 2025, following the 2024 Kazan Summit. The partner states do not have full membership rights, but they can participate in certain BRICS activities and make proposals.

On the sidelines of this year's BRICS Summit (2025) held in Brasilia, Brazil, was a 2-day seminar that brought together procurement professionals and policymakers. The primary goal of the event was to explore opportunities for cooperation and innovation in sustainable government procurement, with a focus on accelerating implementation across participating countries.

The PPDA Director, Procurement Capacity Building, Mercy Kyoshabire represented Uganda. She presented a paper on Sustainable Public Procurement - Uganda's Context. Her presentation dwelt on Uganda's evolving legal and regulatory framework as well as recent ongoing reforms in sustainable public procurement, outlining progress in integrating environmental, social and economic sustainability into procurement processes.

The presentation highlighted Uganda's commitment to aligning public procurement with sustainable development objectives, particularly in promoting inclusive growth, environmental sustainability and transparency. The participation and presentation reaffirm the Uganda's growing engagement in global sustainability conversations and its leadership in reforming procurement systems to better serve both development goals and environmental priorities.



Some of the delegates who attended the Seminar at the BRICS Summit 2025 in Brazil. Mercy Kyoshabire, PPDA Director, Procurement and Disposal Capacity Building (5th from left) was one of the panelists at the seminar.

PPDA HOSTS UN CONVENTION MEETING AGAINST CORRUPTION



Some of the participants at the United Nations Convention on Anti-Corruption at the PPDA-URF Towers in a meeting that ran from 4th to 5th June 2025. (seated left-right) an official from Directorate of Ethics and Integrity, Hilda Mwesigwa from PPDA, Samuel Were Wandera, the Executive Director Financial Intelligence Authority and the IGG, Betty Olive Namisango Kamya.

As part of the existing collaboration between Anti-Corruption Agencies, the Public Procurement and Disposal of Public Assets Authority, (PPDA) participated in a 2-day United Nations Convention on Anti-Corruption (UNCAC) meeting convened by the Inspectorate of Government and held at the PPDA Offices from 4th - 5th June 2025.

Adopted by the UN General Assembly on 31st October 2003, the UNAC entered into force on 14th December 2005. It has a number of States Parties, 191 (as of 7th August 2024), including Uganda.

The convention is a legally binding universal anti-corruption instrument. The purpose of the Convention is to:

- Promote and strengthen measures to prevent and combat corruption more efficiently and effectively;
- Promote, facilitate and support international cooperation and technical assistance in the prevention of and fight against corruption, including in asset recovery; and
- Promote integrity, accountability and proper management of public affairs and public property.

The meeting deliberated on, among other things, gaps in Uganda's asset recovery framework and the Inspectorate of Government's online asset declaration system. The

meeting further discussed Uganda's whistleblower protection system and public procurement and integrity. The participants reviewed the existing legal framework and the challenges in enforcement.

In attendance were Anti-Corruption Agencies in Uganda namely; the Inspectorate of Government, Office of the Directorate of Public Prosecutions, Criminal Investigations Directorate of the Uganda Police Force, the State House Anti-Corruption Unit, Directorate of Ethics and Integrity, Attorney General's Office, Financial Intelligence Authority, Uganda Human Rights Commission, Office of the Auditor General, PPDA, Bank of Uganda, Civil Society Organizations, the Private Sector and the media. PPDA was represented at the meeting by Moses Ojambo, Director Performance Monitoring Regional Offices, Hilda Mwesigwa, Ag. Director Performance Monitoring – Central Government and Ms. Mary Akiror – Regional Manager, Gulu Regional Office.

The meeting was also attended by Development Partners namely, the United Nations Office on Drugs and Crime (UNODC), EU, GIZ, the World Bank, Netherlands Embassy, Swedish Embassy, US Embassy and the Open Contracting Partnership (OCP).

REVISED STANDARD BIDDING DOCUMENTS ROLLED OUT



PPDA Board Chairperson, Julius K. Ishungisa (seated fourth from left) and PPDA Executive Director, Benson Turamye (5th from left) with some of participants in the regional meetings to roll out the revised Standard Bidding Documents

The Public Procurement and Disposal of Public Assets Authority (PPDA) has officially rolled out the revised Standard Bidding Documents (SBDs) and user guides in a landmark move to strengthen public procurement practices across Uganda. This initiative, which took center stage during strategic dissemination meetings in all regions of the country, marks a significant milestone in the Authority's ongoing reforms aimed at enhancing transparency, efficiency, and standardization.

The revised SBDs have come into effect on July 1st, aligning with the start of the new financial year. They are specifically tailored to the needs of local government procurements and address long-standing challenges in procurement processes such as handling abnormally low and unbalanced bids, use of joint ventures, and powers of attorney.

In one of the meetings, PPDA Board Member, Dr. Charles Ndandiko underscored the background to revising the SBDs.

"The Board has also received reports from the performance monitoring engagements with the procuring and disposing entities that have revealed a gap in the preparation of the solicitation/bidding documents in the majority of entities. To this end, the Board has provided for user guides to provide guidance in the preparation of the individual bidding documents to be issued to bidders," Dr Ndandiko noted.



"The Board has provided for user guides to provide guidance in the preparation of the bidding documents to be issued to bidders," PPDA Board Member, Dr. Charles Ndandiko noted.

The PPDA Executive Director, Benson Turamye emphasized the importance of treating procurement not as a transactional function but as a full cycle beginning with planning and budgeting and ending with effective contract execution. "Policies alone are not enough," Turamye remarked. "True transformation in public procurement lies in the rigorous implementation of reforms and the continuous adherence to accountability principles and legal timelines," he added.

He further explained that the issuance of the revised SBDs is not merely a regulatory function but a deliberate strategy by PPDA to promote uniformity, inclusion, and fairness across all Procuring and Disposing Entities (PDEs). The updated documents now include: Templates for Supplies, Works, Consultancy and Non-Consultancy Services, a new Prequalification Document, a Framework Contract Document, Updated Disposal Guidelines, New compliance forms such as the Bid Securing Declaration, Beneficial Ownership Form, and Environmental & Social Performance Security Format.

These revisions are aligned with the amended PPDA Act (Cap 205), the 2023 Procurement Regulations, and the 2024 Guidelines. Collectively, they respond to the evolving national and global procurement standards and reinforce Uganda's position in adhering to best practices.

PPDA Board Chairman, Julius K. Ishungisa, who also addressed participants, reaffirmed the Board's strategic oversight in guiding the reform process. He described the dissemination of the revised SBDs as "a critical step in modernizing Uganda's procurement systems," and pointed to the Authority's capacity-building department as a key enabler for the effective rollout of the reforms.

"Our ability to deliver public services efficiently depends heavily on the strength of our procurement systems," Mr. Ishungisa noted. "This can only be achieved through consistent legal alignment, technical capacity building, and stakeholder participation."

The Chairman urged procurement officers to interact deeply with the documents and provide practical feedback that can inform future iterations. His remarks were echoed by participants who commended PPDA for producing more structured, inclusive, and user-friendly tools that address the day-to-day realities of public procurement.

This initiative, summed up in the tagline "One Document, One Standard, One Nation," reflects PPDA's focus on having a harmonized procurement ecosystem.

Summary of the updated SBDs

As part of its regulatory mandate under Section 8(1)(d) of the PPDA Act, Cap. 205 and guided by Strategic Objective No. 1 of the PPDA Strategic Plan (2020/21 – 2024/25), the Authority has completed a comprehensive revision of the Standard Bidding Documents (SBDs).

The updated SBDs (spanning 8 SBDs and accompanying user guides) followed a rigorous review process initiated in November 2023. A Technical Working Group was appointed to undertake this exercise, supported by subcommittees and national stakeholder consultations held both in-person and virtually.

1. Legal and Regulatory Updates

- Reflected changes in procurement methods for consultancy services, including provisions for electronic communication (e.g., electronic bid opening), and updates to the General Conditions of Contract.
- Strengthened clauses related to Environmental, Social, Health, and Safety (ESHS) safeguards.
- Introduced provisions for bid bonds and extension of bid validity through Bid Securing Declarations.
- Clarified requirements for submission of powers of attorney for joint ventures.

- Aligned evaluation periods in accordance with the PPDA (Evaluation) Regulations, 2023, and the PPDA (Procurement of Consultancy Services) Regulations, 2023.
- Introduced new bidding forms like the beneficial ownership form and bid bond and new contract forms like the performance bond, advance payment bond, performance bond and performance securing declaration.

2. Technical and Procedural Adjustments

- Introduced clear evaluation criteria for procurements, including the removal of disqualification for failure to attend site visits or inspections.
- Clarified competent authorities responsible for currency conversion and document translation.
- Provided for verification of qualifications at the post-qualification stage.
- Transferred detailed guidance such as preparation of technical specifications and environmental implementation plans from the SBDs to the user guides.
- Refined specifications for works to reduce ambiguity and misinterpretation.

- Clarified that subcontractors in works procurements shall not be evaluated.
- Specified that bid withdrawals must be undertaken by an authorized person.
- Harmonized the General Conditions of Contract with international best practices.

3. Inclusion of New Clauses

- Incorporated provisions on sustainable procurement and innovation.
- Added guidance on the use of e-procurement, where applicable.
- Separated Instructions to Bidders (ITBs) related to preference and reservation clauses.
- Introduced clauses addressing abnormally low bids and unbalanced bids/front-loading.

- Clarified the administrative review payment procedure in line with decisions from the PPDA Tribunal.
- Inserted statements in bid notices to reflect reservation provisions and confirm that procurements are regulated by PPDA.

4. Format and Language Enhancements:

- Used plain language to simplify complex terms and improve clarity.
- Removed outdated or unnecessary text (e.g., "Dear Sirs") and included the option for using other official languages in bid documents.
- Introduced a standardized template layout across all SBDs to ensure consistency and ease of use.

**After writing an angry email,
read it carefully. Then delete it.**

**NEW
PPDA
OFFICES
(MBARARA)**



REGULATING FOR RESULTS

UNABSEC WANTS LAW ON LOCAL CONTENT IN PUBLIC PROCUREMENT



Kiara Binta Nkuranga, the President of UNABSEC, (left) , and Julius K. Ishungisa, the PPDA Board Chairman

The Public Procurement and Disposal of Public Assets Authority (PPDA) Board and Management recently held a meeting with the Uganda National Association of Builders, Suppliers, and Engineering Contractors (UNABSEC), formerly known as the Uganda National Association of Building and Civil Engineering Contractors (UNABCEC). The change in nomenclature reflects the association's expanded scope to include all categories of contractors, beyond just engineering, which was previously the sole membership criterion.

Led by its president, Kiara Binta Nkuranga, UNABSEC sought PPDA's support to advocate for comprehensive reforms in the national public procurement framework. Nkuranga noted that UNABSEC is a 32-year-old, non-profit, non-political, member-driven association that brings together over 457 contractors and other stakeholders in Uganda's construction sector. According to documents shared with PPDA, the association's core mission is to enhance performance in the construction industry by championing better regulation and promoting operational integrity.

At the forefront of their agenda is the call for the enactment of a Local Content Law. While the PPDA

has issued guidelines promoting the participation of local firms in public procurement, UNABSEC maintains that it is legislation by Parliament which would ensure effective enforcement.

In her presentation, Nkuranga urged PPDA, through the Ministry of Finance, Planning and Economic Development, to revisit and reintroduce the National Local Content Bill, incorporating provisions that would genuinely empower local providers. UNABSEC further contends that the absence of a robust enforcement mechanism undermines the effectiveness of current Local Content policies, particularly Reservation Schemes.

The association also raised questions about the implementation of the 30% subcontracting requirement for foreign firms operating in Uganda. UNABSEC claimed that local contractors are often relegated to low-value assignments, and at unfavorable rates. They noted that this provision lacks clear implementation structures, including guidelines on subcontractor selection, scope of work, and safeguards against exploitation by main contractors. Additionally, UNABSEC expressed frustration over what they called competition from better-resourced foreign or "indigenized" companies, even within the framework intended for national providers.

Highlighting this issue, Nkuranga remarked that "the 30% is 'sidelined' to stone-pitching. When shall our people build capacity? Is there knowledge transfer? Is there skills transfer?"

The Authority informed UNABSEC that earlier efforts to enact such a law hit a dead end partly because there are provisions in the PPDA Act that aptly address local content matters.

The Authority team, led by the Board Chairman Julius Ishungisa and the Executive Director Benson Turamye, advised UNABSEC to bring to order some of their members whose performance, when they are awarded contracts, undermine the efforts of promoting local contractors. Citing the implement of the USMID projects, the Manager Performance Monitoring, Hilda Mwesigwa, noted that the Authority unearthed cases of shoddy work and abandonment of work by local contractors.

Nkuranga, together with the UNABSEC Ag. Executive Director Mike Serunkuuma, also proposed to the Authority that membership with UNABSEC should be enshrined in all tender documents as a "Mandatory Requirement" in the procurement of works contracts, to edge out briefcase companies, which they say, "have ruined public procurement". The Authority team informed UNABSEC, that while there are pertinent concerns about brief case companies, there would be no law to enforce the proposed requirement since UNABSEC is a private entity.

The two teams agreed to sustain engagements for sustainable development of the country. UNABSEC also commended "PPDA for progressive efforts to empower local contractors, including the issuance of the new 2023 Regulations and 2024 Guidelines on Bid and Performance Securities, and Reservation Schemes to promote local content and participation of Women, Youth, and Persons with Disabilities (PWDs)".

**Growth hurts. But
staying the same will
destroy you.**

DUTY FULFILLED;

LYDIA KWESIGA HANDS OVER AFTER NINE IMPACTFUL YEARS AT PPDA WESTERN REGION

After serving as Regional Manager for nine transformative years, Lydia Mbabazi Kwesiga has officially handed over the leadership of the PPDA Western Regional Office in Mbarara to Arthur Clive Birungi, formerly Regional Manager of the Eastern Region in Mbale. As she bid farewell to the office, she helped shape from the ground up, Lydia remarked, "It would feel proud, but more than anything, it feels like duty fulfilled."

Lydia took up the role in 2016 when the regional office first opened its doors at the RDC's building in Mbarara. Under her watch, the office matured into a strong pillar of public procurement oversight across 49 entities—including 30 districts, 8 municipalities, 2 cities, 3 public universities, and several health institutions, including Mbarara and Kable University Hospitals and, health training institutions. Her leadership culminated in the construction and commissioning of the region's own modern premises on Kamukuzi Hill in October 2024, a milestone that addressed long-standing space and staffing challenges.

Lydia's tenure was marked by measurable impact. Over 240 audits and compliance inspections were carried out, and the number of procurement-related complaints have been dropping from 38 in FY2016/17 to just 6 in FY2024/25—thanks to increased awareness and stakeholder engagement.



Lydia Kwesiga; duty accomplished after nine impactful years as a Regional Manager, Mbarara Regional Office.



Change of guard: Arthur Clive Birungi takes over the Mbarara Regional Office from Lydia Kwesiga

Public entities in the region steadily improved performance ratings. Once categorized as unsatisfactory, many PDEs now score "satisfactory" or "moderately satisfactory," with strengthened internal procurement teams and better record-keeping practices. Schools like Ntare and Mary Hill also benefited, not just from compliance support, but from initiatives that integrated procurement with hands-on learning. At Mary Hill, students now bake their own bread using supplies procured directly from wholesalers a cost-saving and skills-building innovation supported by PPDA.

Behind the scenes, Lydia led a lean but effective team, facilitating 47 training sessions (when) and reaching over 765 stakeholders across the region from accounting officers to politicians and civil society. She also worked closely with the Ministry of Finance and other agencies to monitor high-impact projects such as seed schools and health facilities funded under different government programmes. Where projects stalled, such as the Ntare School Stadium or Kabushaho Seed Secondary School, Lydia's team ensured interventions were made and accountability upheld.

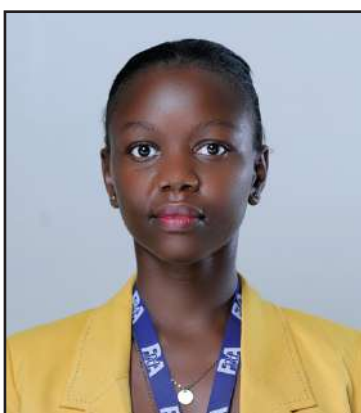
In recognition of her leadership, Lydia was acknowledged by the Minister of State for Finance at the commissioning of the regional office in October 2024, where she served as Chairperson of the Contract Management Team.

As she moves into her new role as Manager, Performance Monitoring (Central) at the PPDA Head Office, the Western Region welcomes Arthur Clive Birungi, a

seasoned public procurement leader who brings with him a wealth of experience from Mbale. He joins a team strengthened by Lydia's years of systems-building, team development, and service-driven leadership.

Lydia leaves behind not just a building or a title, but a legacy of transparency, collaboration, and professional rigor. Western Uganda's procurement landscape is stronger, cleaner, and more accountable because of her work. Duty fulfilled, indeed.

HOW PPDA IS PUTTING CUSTOMER SERVICE AT THE HEART OF PUBLIC PROCUREMENT



By: Charity Nyamungu
Senior Officer, Customer
Services - PPDA

In an era where transparency, efficiency, and accountability are the cornerstones of effective governance, the often-overlooked aspect of customer service within public procurement is stepping into the spotlight. The Public Procurement and Disposal of Public Assets Authority (PPDA) is spearheading a transformative journey to enhance the quality of service delivered to everyone involved in the procurement lifecycle, from bidders and contractors to government entities and the general public.

The PPDA isn't just paying lip service to customer service but it is redefining it by putting people first in public procurement. In line with its mandate under the PPDA Act, Cap 205, the Authority is actively enhancing customer service by continuously seeking feedback from stakeholders through regular customer service surveys. These surveys play a crucial role in capturing the views and experiences of providers, contractors, government agencies and the general

public. The feedback gathered serves as a valuable tool for enhancing service delivery, enabling the Authority to provide exceptional customer service through a procurement system that is transparent, responsive and tailored to the needs of its stakeholders.

PPDA's commitment to quality customer service is clearly outlined in the Authority's Clients' Charter, which guarantees timely and efficient handling of stakeholder inquiries and requests. For instance, telephone and walk-in inquiries with appointments are addressed immediately. Walk-ins without prior appointments are attended to within 30 minutes, emails

are responded to within a day, and queries on eGP registration and issuance of certificates within 5 days. The Authority commits to responding to letters within seven days and social media communications within 24 hours, including weekends. Requests such as suspensions, deviation from Standard Bidding Documents, accreditations and advisory requests are handled within a period of 5 to 21 days. This commitment underscores PPDA's dedication to maintaining high standards of customer service, transparency and accountability in all interactions.

The rollout of the pilot phase of the electronic Government Procurement



(eGP) system in 2021, has been a decisive step toward digital transformation and redefining how procurement services are accessed and delivered. In addition to being a technological upgrade, the eGP system has emerged as a powerful tool for improving customer service across the procurement chain. By automating critical stages such as bid submission, evaluation, and contract management, the system has significantly boosted efficiency, transparency and accessibility. Suppliers and government entities now experience fewer in-person requirements, reduced risk of human error and timely updates that keep all players informed and engaged throughout the process. This is a clear indication that digital innovation when guided by user needs can elevate customer service, making public procurement more accessible, transparent and inclusive for all.

At the heart of the PPDA's customer service approach, is a strong commitment to inclusivity and empowerment that is anchored in the PPDA Act, which promotes local content and equitable participation. Through initiatives like the reservation scheme, the Authority is intentionally opening up procurement opportunities for women, youth and persons with disabilities, not as a formality but as a bold step toward equity in public contracting. Recognizing the unique challenges faced by Small and Medium Enterprises (SMEs), the Authority has also prioritized their needs by streamlining e-procurement processes and rolling out capacity building trainings. These customer-centric efforts go beyond system upgrades; they represent a shift toward procurement that is accessible, transparent and tailored to support growth and participation. For the PPDA, great customer service in public procurement means creating real opportunities, reducing barriers

and building systems that truly work for all.

Conclusively, the Public Procurement and Disposal of Public Assets Authority is redefining customer service in public procurement, making it faster, fairer and more accessible to those it serves. Through targeted policy reforms, digital innovation and inclusive stakeholder engagement, PPDA is not merely upgrading systems; it is reshaping the culture of procurement itself. What was once seen as a rigid, bureaucratic process is now evolving into a responsive, transparent and citizen centered service. In leading this shift, PPDA is demonstrating that effective customer service in the public sector is not just about efficiency- it's about trust, opportunity and empowering businesses and citizens alike.

FRIENDSHIP AND PROFESSIONAL RELATIONSHIPS IN THE WORKPLACE.



By: Hannah Blessed Padde

We work in fast-paced environments where deadlines are constant, responsibilities are many, and inboxes are always full. Yet, behind all the productivity metrics, policies, and procedures lies something far more human, relationships. Whether you work in procurement, finance, administration, or legal, the quality of your relationships can make or break your work experience. But have we paused lately to assess how healthy these relationships truly are?



In many workplaces today, there is a quiet erosion of connection. There is a growing trend where genuine human interaction is being replaced by surface-level digital communication such as emails, group chats, and forwarded messages, among others.

While efficient, these tools often mask the absence of meaningful engagement. In a collaborative ecosystem like public procurement, where teamwork and coordination are essential, this disconnection can lead to avoidable misunderstandings, delays, and even internal tension.

Another overlooked challenge is the avoidance of vulnerability. It is often observed that some people tend to hesitate when something is bothering them or when they are in need of support.

Whether it is asking a colleague for help on a technical process or addressing a comment that did not sit right, our fear of looking weak often costs us clarity and connection. But vulnerability is not weakness, it is in fact an act of maturity and strength, and in a sensitive function like public procurement, clear and respectful communication builds trust and accountability.

An increasingly common pattern among some people is the trend of cutting people off too quickly. Silence or reduced engagement from a colleague is quickly interpreted as disinterest or disrespect. Rather than finding out what is going on, we distance ourselves. In many cases, a quick check-in or conversation could restore a healthy dynamic. In

high-stakes departments, especially those handling public resources, such disconnection can compromise the quality of teamwork and service delivery.

Even more subtle but equally dangerous is the convenience culture that governs some of our interactions. Some people schedule meetings, check-ins, or even casual conversations only when it suits them. Unfortunately, relationships whether personal or professional do not grow under convenience. They thrive on intention and presence. In public procurement work, for example, you cannot delay key discussions with user departments or suppliers without consequences. Why treat your working relationships with any less urgency?

And finally, let us confront the quiet presence of envy in the workplace when some people hesitate to acknowledge the skills or achievements of a colleague. It may show up as withholding praise, avoiding collaboration, or failing to recommend someone deserving of an opportunity. This mindset, however subtle, harms not just individuals but

the collective success of the organization. True professionalism involves celebrating others' wins and creating a supportive environment where everyone can thrive.

In conclusion, whether you are managing contracts, reviewing bids, or supporting compliance, relationships matter. Healthy, respectful, and intentional relationships are not just good for morale; they are essential for efficiency, ethics, and impact. Let us choose connection over silence, intention over convenience, and support over competition.

Reflection Prompt: In your day-to-day work, are you fostering strong, respectful, and value-driven relationships or just going through the motions? Let us build a workplace where trust, collaboration, and humanity are just as important as performance.

The Author is a graduate trainee at PPDA





PUBLIC NOTICE

NEW PPDA POSITIONS, PROMOTIONS AND TRANSFERS



MERCY KYOSHABIRE

Promoted from Manager Procurement Capacity Building to Director Procurement & Disposal Capacity Building



NULDIN TEBUSWEKE

Promoted from Chief Internal Auditor to Director Internal Audit and Risk



MARY AKIROR

Transferred from Department of Legal and Board Affairs as Manager to Gulu Regional Office as Regional Manager



RAYMOND FREEDOM AKATWIJUKA

Promoted from Senior Officer Performance Monitoring to Manager Mbale Regional Office



ARTHUR CLIVE BIRUNGI

Transferred from Mbale Regional Office to Mbarara Regional Office as Regional Manager



DAN LUKYAMUZI

Transferred from Gulu Regional Office to Central Regional Office as Regional Manager

**JOIN US IN CONGRATULATING THE PROMOTED STAFF AND WISHING
ALL THE BEST TO THOSE TRANSFERRED TO NEW DUTY STATIONS**

PPDA DOMINATES FRIENDLY MATCH AGAINST UBC TV



It was an electric Saturday afternoon at the Prime Arena Complex in Kawempe Tula, where the long-anticipated friendly football match between the Public Procurement and Disposal of Public Assets Authority (PPDA) and national broadcaster UBC TV finally took place. The match, which had generated significant buzz online, was initially tipped in favour of UBC until the teams stepped onto the turf.

With national cameras rolling and the UBC fans rallying behind them, the broadcaster's team quickly took the lead, scoring two early goals against PPDA. Their supporters erupted in celebration, turning the UBC stands into a sea of Black and White jubilation. The PPDA camp, however, was far from shaken.

Fired up by the early deficit, PPDA launched a relentless offensive that shifted the game's momentum. In a display of sheer determination and tactical precision, the PPDA squad netted four goals before the end of the first two quarters, taking control of the game and silencing the opposition's cheers.



No hard feelings! UBC's Deputy Managing Director, Maurice Mugisha shares a light moment with PPDA's Director Human Resources and Administration Eva Nazziwa Lubowa, after the game



PPDA Team discusses strategies during the half-time break.

As halftime approached, both teams regrouped. UBC TV's Deputy Managing Director and former media icon Maurice Mugisha took to the field to motivate his team, urging them to close the gap. On the PPDA side, Director of Human Resources Eva Nazziwa Lubowa rallied her players to maintain their lead and even extend it.

When the second half kicked off, the excitement escalated. VIPs left their seats and moved closer to the pitch. Ms. Eva Nazziwa even took on a new role delivering spirited football commentary from the touchline, much to the amusement of spectators. Inspired by the energy from the sidelines, PPDA surged ahead, scoring two more goals early in the second half to seal the game at a commanding 6-2.

The final whistle marked the end of a thrilling, adrenaline-filled match. It wasn't just a win for PPDA it was a celebration of camaraderie, teamwork, and inter-agency collaboration. UBC's Maurice Mugisha graciously conceded defeat, promising a stronger comeback in the return leg to be hosted by UBC.

PPDA's Eva Nazziwa commended the spirit of sportsmanship and emphasized the importance of such off-the-desk engagements in strengthening partnerships. She encouraged both institutions to continue nurturing collaboration not only on the field but also through their ongoing professional ties.

UBC TV remains a key stakeholder of PPDA, playing an instrumental role in publicizing public procurement initiatives across its various radio and television platforms. In turn, PPDA continues to support and build the capacity of UBC as one of the Procuring and Disposing Entities (PDEs) under its regulatory mandate.

This memorable event is a testament to the value of fostering strong relationships between PPDA and other PDEs, promoting mutual growth and cooperation beyond the formalities of the office.



Well done and congratulations; UBC's Deputy Managing Director Maurice Mugisha to the players



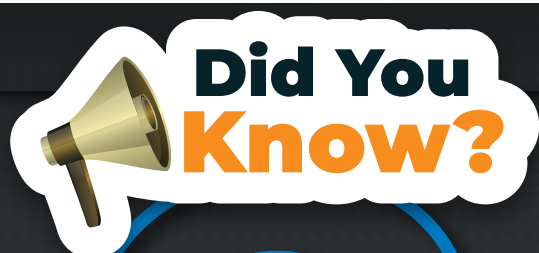
PPDA first eleven before kick off



UBC team in a photo op with the PPDA Director Human Resources and Administration, Ms. Eva Nazziwa Lubowa (in glasses) shortly before kick off

FACTS, FIGURES AND TITBITS

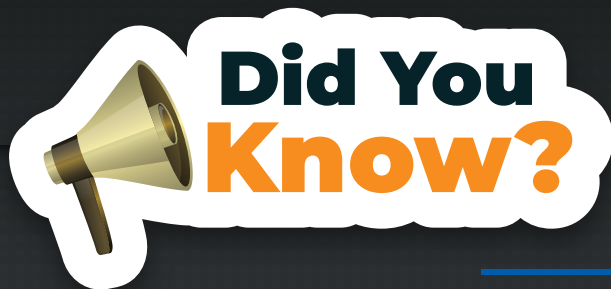
Let's Talk Law; *Defining the Correct Procedures in Public Procurement*



- An aggrieved bidder, in a procurement process, who wants to file a complaint, must do so to the Accounting Officer (AO) within 10 working days. And the AO also has ten days to make and communicate a decision to the complainant.
- If the complainant is dissatisfied with the decision of the AO, they have 10 working days from the date of receipt of the decision of the AO, to file an appeal to the PPDA Appeals Tribunal. And the Tribunal has a period of not more than fifteen working days to make a decision on an appeal filed before it.
- Any decision filed outside these timelines, say by a bidder filing a complaint in 11 days, will be null and void. It won't be given any consideration, irrespective of its merits.



- An aggrieved bidder, in a procurement process, cannot directly petition any courts of judicature. Rather, they must first file their complaints to the AO and appeal to the PPDA Appeals Tribunal if they are dissatisfied with the decision of the AO. A direct petition to the courts of judicature will be dismissed without any consideration of its merits.
- The appeal to the High Court is strictly on the question of law or a judicial review. Parties can only appeal to the High Court where the Tribunal got the relevant law wrong or applied it wrongly in arriving at its decision. And if the appeal is upheld, the petitioner will be compensated. In other words, the decision of the PPDA Appeals Tribunal determines the fate of the procurement process. The Tribunal decisions may include allowing the procurement process to proceed, cancellation of the process, orders for re-evaluation of the bids or making an order to costs against any party.
- In other words, procurement complaints must be filed to the right forum and in the right time as indicated above. Do not circumvent the complaints procedure as provided for under the PPDA Act, Cap 205.



- In a public procurement process, all procedures are important. Circumventing and shortchanging any process as provided for under the PPDA Act, Cap 205 may predispose both the entity and the contractor to undue litigation and ultimately to losses to one of the parties.
- The important procedures include, but are not limited to:
 - Advert or invitation to bid;
 - Issuance of bidding documents;
 - Submission of bids;
 - Evaluation of bids;
 - Display of the best evaluated bidder;
 - Award of contract; and
 - Signing of contract.

NOTE;

A procurement complaint can be filed to High Court only as an appeal from the PPDA Appeals Tribunal. However, the appeal to the High Court is strictly on the question of law or a judicial review. Parties can only appeal to the High Court where the Tribunal got the relevant law wrong or applied it wrongly in arriving at its decision. And if the appeal is upheld, the petitioner will be compensated. In other words, the decision of the PPDA Appeals Tribunal determines the fate of the procurement process. The Tribunal decisions may include allowing the procurement process to proceed, cancellation of the process, orders for re-evaluation of the bids or making an order to costs against any party.



Thank You For Your Attention
More Updates Are Coming

Sometimes

Trust the
process.



*Sometimes love is not enough, you
need understanding*

*Sometimes words are not enough,
you need to listen*

*Sometimes money is not enough, you
need wisdom*

*Sometimes leadership is not enough,
you need humility*

*Sometimes being present is not
enough, you need engagement*

*Sometimes warning is not enough,
you need to protect*

*Sometimes saving is not enough, you
need to invest*

*Sometimes teaching is not enough,
you need to live by example*

*Sometimes forgiving is not enough,
you need to let go*



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

“Regulating for Results”

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