

BASELINE STUDY ON THE PARTICIPATION OF WOMEN OWNED BUSINESSES IN PUBLIC PROCUREMENT IN FOUR PILOT ENTITIES

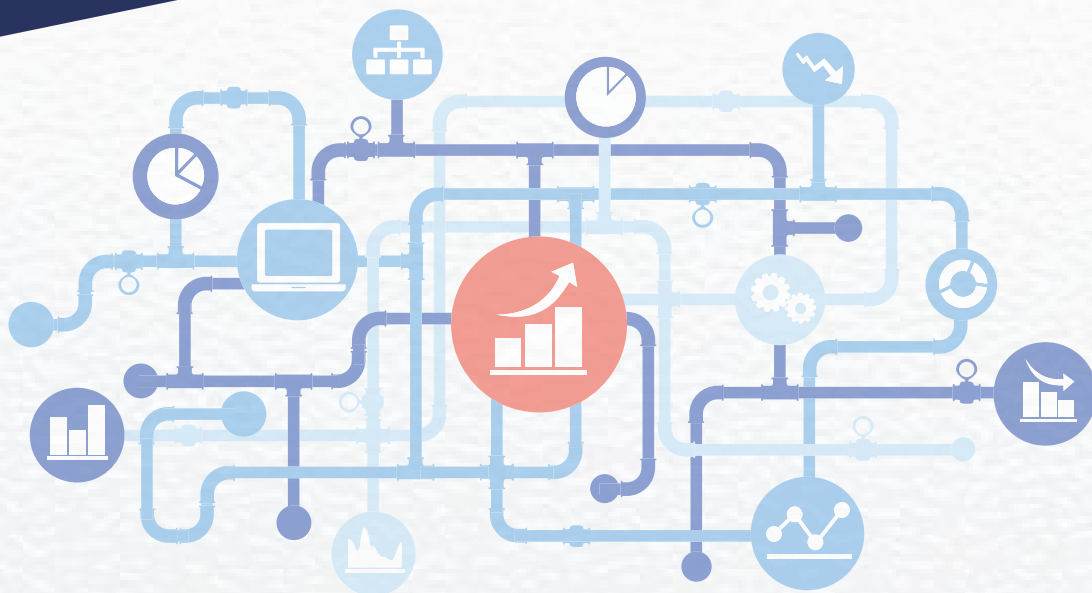


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Table of Contents

Foreword	5
Remarks from the Executive Director, PPDA Uganda	6
Remarks by the Executive Director, AFIC	29
Background	12
Problem Statement.....	17
Methodology for Baseline Assessment.....	20
Findings	26
Limitations.....	34
Future Recommendations	36
Barriers hindering WoBs	38
Recommendations to improve the Participation of WoBs	40



Foreword



The participation of Women-Owned Businesses (WoBs) in public procurement is a vital step toward fostering inclusivity, equity, and sustainable economic development. Public procurement represents a significant portion of national budgets and has the potential to drive transformational change by empowering women entrepreneurs. This baseline study delves into the participation of WoBs in public procurement across four pilot entities: Mbarara City, Kampala Capital City Authority (KCCA), Wakiso District Local Government (DLG), and Uganda Electricity Generation Company Limited (UEGCL). It provides critical insights into the current landscape, challenges, and opportunities for enhancing the involvement of WoBs in this vital economic activity.

We extend our heartfelt appreciation to the **LiFT team**, whose tireless efforts brought this study to fruition. Special thanks go to **Faith Mbabazi, Sight Ampamya, Gilbert Sendugwa, Doreen Kyazze, Saharu Nassazi, Sophia N. Masagazi and Maria Lakel Gaaba** for their dedication, expertise, and commitment to delivering a thorough and insightful analysis.

We also express our gratitude to the **PDEs of Mbarara City, KCCA, Wakiso DLG, and UEGCL** for their cooperation, support, and provision of crucial data that underpinned this research. Their willingness to collaborate demonstrates the importance of joint efforts in promoting gender-inclusive procurement practices. We also appreciate partners like UWEAL, GiZ, and other stakeholders for your unrelenting support. Special thanks as well to all the WoBs that participated in the different trainings and gave us feedback that made this possible.

This study would not have been possible without the generous support of our project sponsor, **Open Contracting Partnership (OCP)**. Your unwavering commitment to fostering transparency, accountability, and inclusivity in procurement processes has been instrumental in making this project a success. Our direct support team members, Umrbek Allakulov, Gawesh Jawaheer and Edwin Muhumuza, thank you very much for the practical support.

It is our hope that the findings and recommendations from this baseline study will inspire meaningful action among stakeholders to create an enabling environment for WoBs, ensuring that public procurement serves as a powerful tool for advancing gender equality and economic empowerment in Uganda.

Together, let us continue to champion initiatives that unlock the full potential of Women-Owned Businesses in shaping a more inclusive and prosperous future.

Ronald Tumuhairwe
Manager Local Content, PPDA

On behalf of the LiFT Team.



Benson Turamye
Executive Director,
Public Procurement and Disposal of Public Assets Authority (PPDA)

Remarks from the Executive Director, PPDA Uganda

I am very proud to introduce this **Baseline Study on the Participation of Women-Owned Businesses in Public Procurement**. This report represents a significant step forward in PPDA Uganda's mission to create a public procurement environment that is inclusive, transparent, and equitable for all participants.

Women-owned Businesses (WoBs) are a vital component of Uganda's entrepreneurial ecosystem. They contribute significantly to economic growth, job creation, and the well-being of communities across the country. Yet, their potential remains underutilized in public procurement due to various systemic barriers, including limited access to information, financial constraints, and a lack of disaggregated data to monitor their participation.

This study, undertaken in partnership with the Africa Freedom for Information Centre (AFIC) as part of the Open Contracting Partnership (OCP)'s LiFT Program, provides critical insights into the challenges faced by women entrepreneurs in accessing public procurement opportunities. Focusing on four pilot Procuring and Disposing Entities, the study not only highlights the current state of women's participation but also serves as a baseline for tracking progress in addressing these barriers.

The findings underscore the need for deliberate and sustained efforts to foster an inclusive procurement system. This includes enhancing transparency, adopting gender-responsive policies, and empowering women entrepreneurs with the tools and information needed to compete effectively. The commitment to increase the proportion of contracts awarded to women-owned businesses by at least 5% in the pilot entities within 18 months reflects our resolve to drive meaningful change.

As we present this report, I encourage all stakeholders to engage with its findings and recommendations actively. Let this baseline study be more than just a reflection of current realities; let it be a foundation for actionable reforms that ensure equal opportunities for women entrepreneurs in public procurement.

On behalf of the Public Procurement and Disposal of Public Assets Authority (PPDA), I extend my gratitude to our partners, stakeholders, and everyone who contributed to this study. Together, we can transform public procurement into a tool for social inclusion and economic empowerment, as our mantra runs; "Procurement That Delivers".

Benson Turamye
Executive Director, PPDA Uganda



Gilbert Sendugwa
Executive Director,
Africa Freedom of Information Centre (AFIC)



Remarks by the Executive Director, AFIC

It is with great honour that I join my voice with that of PPDA to welcome you to this important baseline report that is as a result of so many sensitization workshops sensitizing women business leaders on how to participate in public procurement in Uganda organized by Africa Freedom of Information Centre in collaboration with PPDA under the Open Contracting supported LIFT programme.

As you may know, every year our government spends well over 60% of the national budget through public procurement, making it a critical policy instrument that can be used to empower everyone financially and economically.

However, our research found that for various legal, policy, operational and social cultural barriers women owned businesses are significantly excluded from participating in public procurement. Inability to meet stiff legal requirements, inability to prepare and submit responsive bids, lack of capital and access to information as well as delayed payments presented some of the most daunting challenges. As a result, only a fraction of the 38.2 of the business were registered in the government supplier database and less than 1% were actually participating in public procurement, 69% of whom were based in Kampala and Wakiso and mainly in low value contracts that have small profit margins.

It is therefore very pleasing that the Government has responded positively to these findings by undertaking major policy reforms including reservation of contracts for women businesses in every government agency across the country.

It should be appreciated that as much as reservation of contracts for businesses is important, it is only an opportunity. In Kenya and Tanzania, our research found that despite the reservation of contracts for women, many could not take up this opportunity due to lack of information and skills to prepare and submit responsive bids and successfully execute awarded contracts. It is for this reason that AFIC continues its partnership with PPDA to address this challenge by training women entrepreneurs on the reservation of contracts and how to make the best out of it.

I thank PPDA for the partnership on this project and the long journey we have been walking since 2012. I particularly want to appreciate the LiFT Team that comprises of both PPDA and AFIC staff who have worked very closely and tremendously to ensure that this report is within our hands.

AFIC is committed to deepen and broaden this partnership for the benefit of everyone and betterment of Uganda.

Gilbert Sendugwa
Executive Director,
Africa Freedom of Information Centre

BREAKFAST MEETING ON PARTICIPATION OF YOUTH, WOMEN, PERSONS WITH DISABILITIES (PWDs) AND LOCAL PROVIDERS IN PUBLIC PROCUREMENT

Africa Freedom of Information Centre (AFIC) in partnership with the Public Procurement and Disposal of Public Assets Authority (PPDA) held a breakfast meeting on participation of youth, women, persons with disabilities (PWDs) and local providers in public procurement on Tuesday the 30th of April 2024 at Hotel Africana Kampala.







Background

01





1

Background

In Uganda, women-owned businesses represent a significant portion of the entrepreneurial landscape, contributing to economic growth and livelihood improvement. However, despite their potential, these businesses encounter numerous challenges that hinder their full participation in various sectors, including public procurement.

A number of studies have shed light on the reality facing women-owned businesses in Uganda's procurement landscape. This underscores the urgent need for targeted interventions to address the underlying barriers and create equitable opportunities for women entrepreneurs.

The Public Procurement and Disposal of

Public Assets Authority (PPDA) and the Africa Freedom for Information Centre (AFIC) were selected to participate in the Lift Program, focusing on leveraging Open Contracting to advance social inclusion, particularly by enhancing women's participation in public procurement in Uganda. This initiative recognizes the critical role that women-owned businesses play in the economy and aims to address the systemic barriers they face in accessing and participating in public procurement processes.

The impact goal for the project, to be assessed over 18 months based on baseline data, is to increase the number of public contracts awarded to women-owned businesses by at least 5% among pilot entities.



Target

To focus on leveraging Open Contracting to advance social inclusion, particularly by enhancing women's participation in public procurement in Uganda.



Impact Goal

↑ 5%

Increase the number of public contracts awarded to women-owned businesses.

Training women at PPDA offices

Africa Freedom of Information Centre (AFIC) in partnership with the Public Procurement and Disposal of Public Assets Authority (PPDA) conducted a one-day capacity building workshop for selected WLBs representatives on the 5th of April 2024 to promote the participation of women in public procurement.





Problem Statement

02





2

Problem Statement

The participation of women-owned businesses in public procurement is hindered by several critical challenges, including:

1. Low Participation:

Women entrepreneurs face significant barriers to entry and active involvement in public procurement processes. As a result, the representation of women-owned businesses in procurement activities remains disproportionately low. These barriers include lack of access to procurement information, financial constraints, and limited networking opportunities. A report by the World Bank highlights that women-owned businesses often struggle to compete in public tenders due to these challenges, emphasizing the need for policies to create a more inclusive procurement environment

2. Limited Data Disclosure:

Procuring and Disposing Entities (PDEs) often exhibit reluctance in disclosing essential data related to procurement processes. Without access to comprehensive data, it becomes challenging to identify and address systemic issues that hinder women's participation. Transparency International has emphasized that limited transparency in procurement data hinders the participation of marginalized groups, including women, and calls for increased accountability in data sharing

3. Lack of Disaggregated Data:

Existing procurement platforms, including monthly reports and the Government Procurement Portal (GPP), lack disaggregated data on the participation of women-owned businesses. The absence of detailed information makes it difficult to evaluate the impact of initiatives aimed at promoting women-led businesses in public procurement. Accurate data disaggregated by gender is crucial for stakeholders to measure progress, identify trends, and assess the effectiveness of interventions targeted at enhancing women's participation. A study by UN Women stresses the importance of gender-disaggregated data in assessing the progress and impact of gender-focused procurement policies.

Sensitization of women in Mbarara







Methodology

03



3

Methodology for Baseline Assessment

A baseline assessment was conducted to evaluate the extent of participation of women-owned businesses (WoBs). The following methodology was adopted;

1. Pilot Approach



The project adopted a pilot approach, focusing on four Procuring and Disposing Entities (PDEs) in Uganda. These entities included two Central Government entities, Kampala Capital City Authority (KCCA) and Uganda Electricity Generation Company Limited (UEGCL), as well as two Local Governments, Wakiso District Local Government (DLG) and Mbarara City.

The selection of these pilot entities was based on several criteria to ensure a varied representation of procurement environments. High spend entities were included to assess the impact on substantial expenditure areas, while low spend entities were selected to understand the challenges and opportunities at different expenditure levels. Additionally, the selection ensured representation from both central and local government to evaluate reforms across different administrative levels. Consideration was given to Entities under leadership of reformers who are willing to take on reforms and cooperate with the proposed changes to enhance the probability of success.

KCCA and UEGCL are both high-spend central government entities while Wakiso DLG and Mbarara City and local government entities.

2. Inception Meetings:



Initial meetings held with pilot entities to discuss assessment and data requirements.



3. Data Collection

The PPDA staff retrieved data for the pilot Entities from the Entity Management Information System, where entity monthly and quarterly reports are digitized. For KCCA, there was harmonisation for the eGP and monthly report data for the period in question. The baseline assessment covers contracts awarded during the 2022/23 financial year.



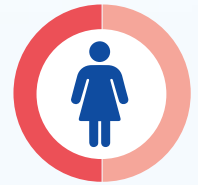
4. Company Data Retrieval

Utilization of the URSB portal to search for company data, including ownership, shareholding proportions, and gender of shareholders. Initial search conducted by company name to obtain Business Registration Number (BRN), followed by retrieval of company details. Sources for data retrieval include Memorandum of the Articles of Association, search report, and partnership agreement. Gender confirmation conducted through review of Identity Cards.



5. Categorization of Companies: Classification based on shareholding proportions:

- Companies with over 51% female ownership categorized as women-owned.
- Companies with equal (50%) and over 51% male ownership categorized as men-owned.
- Other ownership scenarios were categorized as other (e.g., foreign companies, companies with other companies as shareholders not traceable on URSB).
- Government Entity: Where the contract was awarded to a company that has Government shares such as New vision and printing company



Companies with over 51% female ownership categorized as women-owned.





6. Data Cleaning:

The following data pre-processing and cleaning steps were undertaken:

- Removal of contracts without values or cancelled contracts. Removal of blank data entries.
- Harmonization of Data: Integration of data from EGP with data from monthly reports for KCCA.
- Classification of Procurement categories: Addition of a new column to classify procurement types (e.g., supplies, consultancy, non-consultancy, works).
- Identification and removal of duplicate values.
- Removal of high value outliers to mitigate distortion of results and misleading analysis. The chosen approach involved identifying outliers on a per-entity basis rather than across the entire dataset, ensuring that variations specific to each entity were considered. The outliers identified are presented in table 2.

To ensure comparability in assessing impact, the same data cleaning procedures will be applied.

Table 1: Variables included in the clean datasets for Contract Award Data

Entity	Revised ref no.	Procurement Type	Subject of Procurement	Method of Procurement	Provider	BRN	ownership	Contract Award Date	Contract Value (UGX)
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Data analysis to generate quantitative and qualitative statistics This data was used to analyse the indicators in the project's monitoring and evaluation framework.



7. Data Analysis to generate Quantitative and Qualitative Statistics

Data analysis to generate quantitative and qualitative statistics was done on the indicators in the project's monitoring and evaluation framework. These include:

- Proportion of Public Contracts Awarded to Women-Owned Businesses (Number): measures the percentage of the total number of public contracts awarded to women-owned businesses
- Proportion of Public Contracts Awarded to Women-Owned Businesses (Value): measures the percentage of the total value of public contracts awarded to women-owned businesses.
- Participation Rates: This measures the rate of participation of different ownership categories in the bidding process. In this case, the assessment analysed the number of WoBs participating in bidding for KCCA and the providers that were prequalified by UEGCL, Wakiso DLG and Mbarara City.
- Distribution of Contract Types: This statistic categorizes contracts by type (supplies, consultancy, non-consultancy, works) and presents the distribution across different ownership categories. This helps in understanding the areas where women-owned businesses are more active and where they might face challenges.

Meeting with members from PPDA, AFIC, UWEAL & GIZ







04

Findings

4

Findings

4.1 Total Number and Value of Contracts

The assessment reviewed a total of 2,635 contracts with a combined value of UGX 98,354,256,266. These contracts were distributed across four key entities as follows:

Table 1: Number and Value of Contracts across the Pilot Entities

Entity	Number of Contracts	Value
KCCA	1,805	68,288,690,916
UEGCL	553	20,537,908,484
Wakiso DLG	223	7,454,315,639
Mbarara City	54	2,073,341,227
Total	2,635	98,354,256,266

Kampala Capital City Authority (KCCA) had the highest number and value of contracts, representing 68.5% and 69.4% of the totals, respectively. Uganda Electricity Generation Company Limited (UEGCL) followed with 21% of the contracts and 20.9% of the value, Wakiso District Local Government (DLG) and Mbarara City accounted for smaller shares.

Contracts with exceptionally high values were identified as outliers and subsequently excluded from the analysis. This was adopted to ensure the accuracy and integrity of the findings by preventing distortion and minimizing the potential for misleading conclusions.

The table below shows the outliers that were excluded from the assessment:

Table 2: Outliers excluded from the Assessment

Entity	Subject of Procurement	Contract Value (UGX)
UEGCL	Heavy Fuel Oil - NTPP	74,474,095,621
UEGCL	Owner's Engineer Isimba	16,710,709,798
KCCA	Upgrading to paved standard of 3.94km, reconstruction of 8.10km and reconstruction of 7 dualling of 3.90 km roads including signalization of 2 junctions in Kawempe, Lubaga, Makindye and Central D	127,341,517,714
Wakiso DLG	Phased completion of Katabi Administration Block-Phase IV	747,291,699
Wakiso DLG	Construction of a two barrel box culvert with attendant drainage structures plus the necessary earth works along Nakiduduma swamp	399,986,960



2,635

CONTRACTS THAT THE ASSESSMENT REVIEWED



98.3Bn

CONTRACTS COMBINED VALUE



Contracts with exceptionally high values were identified as outliers and subsequently excluded from the analysis.

Entity	Subject of Procurement	Contract Value (UGX)
Wakiso DLG	Phased Construction of Bussi Solar Powered Piped Water Supply System- Phase III	433,014,165
Wakiso DLG	Installation of different irrigation systems under the micro- scale irrigation project	442,734,219
Wakiso DLG	Installation of different irrigation systems under the micro- scale irrigation project	1,579,618,400
Mbarara City	Supply of two double cabin pickups for north and south divisions	400,000,000
Mbarara City	Mechanised Maintenance of BSU- Koranorya Rwemigina Road	207,266,400
Total		222,736,234,976

These outliers, typically representing contracts with significantly higher values, have the potential to skew the data leading to misleading analysis.

4.2 Category of Procurement

The distribution of contracts across different procurement categories shows that non-consultancy services accounted for the largest share of contracts awarded (50.5%) but represented only 24.2% of the total contract value. Supplies followed with 41.6% of contracts, contributing the highest percentage of the total value at 47.5%. Works made up a smaller portion, with 7% of contracts and 19.3% of the total value. Consultancy services, though least in number (0.9% of contracts), accounted for 9% of the total contract value. Overall, the analysis highlights that while non-consultancy services dominate in quantity, supplies command the largest share of contract value.

Table 3: Number and Value of Contracts by Category of Procurement

Category of Procurement	Number of Contracts Awarded	Value of Contracts Awarded
non-consultancy	1,331	23,819,724,639
supplies	1,097	46,682,916,089
works	184	19,008,164,784
consultancy	23	8,843,450,754
Total	2,635	98,354,256,266



Non-consultancy services accounted for the largest share of contracts awarded.

50.5%
OF CONTRACTS AWARDED

4.3 Method of Procurement

Table 4: Number and Value of Contracts by Method of Procurement

Method of Procurement	No. of Contracts	Percent	Value of Contracts	Percent
micro procurement	1,708	64.8%	6,953,910,405	7%
open domestic bidding	116	4.4%	18,181,727,560	18%
request for quotation/proposal	313	11.9%	21,101,748,107	21%
direct procurement	43	1.6%	3,830,694,088	4%
open international bidding	3	0.1%	4,757,042,156	5%
open domestic bidding_framework	399	15.1%	39,735,650,501	40%
restricted bidding	51	1.9%	3,493,483,449	4%
Shortlisting without publication of EoI	2	0.1%	300,000,000	0%
Total	2,635		98,354,256,266	

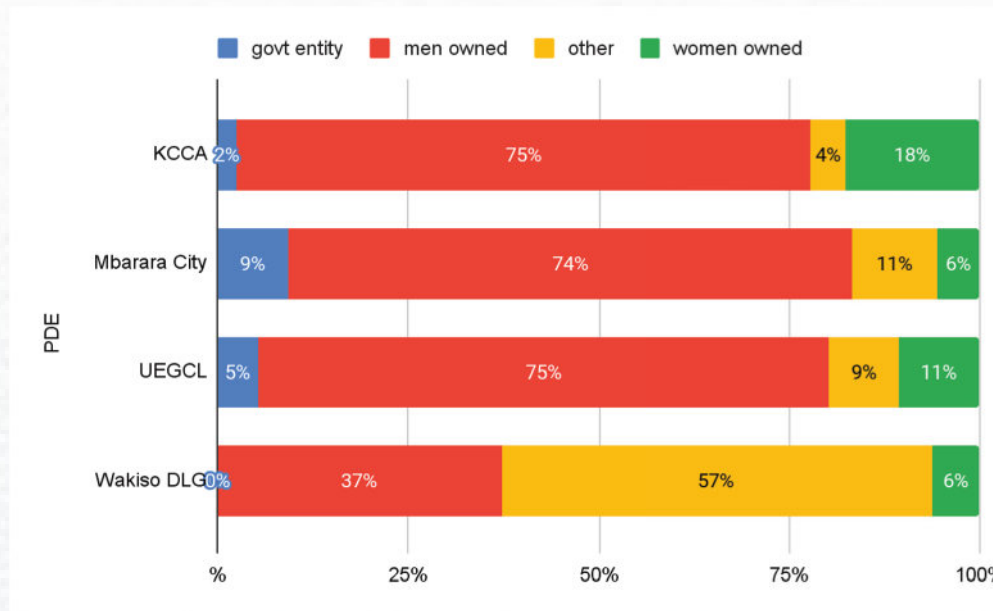
Micro procurement, while the most frequently used method, involves relatively low-value contracts. In contrast, framework contracts through open domestic bidding, though less frequent, dominate the overall contract value.



4.4 Proportion of Number of Contracts Awarded to Women-Owned Businesses

This indicator measures the percentage of the total number of public contracts awarded to women-owned businesses

Overall, WoBs account for 15% of the total contracts awarded across all four entities. This indicates that there is still significant room to increase this percentage to promote greater gender equity in contracting



15%
Accounts for the total contracts awarded to WoBs across all 4 entities

Men-Owned businesses dominate the number of contracts across all entities, particularly in KCCA and UEGCL

18%
WoBs contracts awarded by KCCA and its leading in all of the 4 entities

Men-Owned businesses dominate the number of contracts across all entities, particularly in KCCA and UEGCL. Women-Owned Businesses receive a varying but generally low share of contracts, with the highest being 18% in KCCA and the lowest being 6% in both Mbarara City and Wakiso DLG.

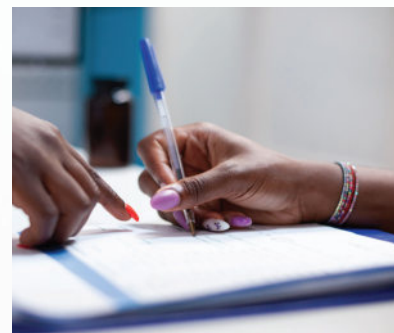
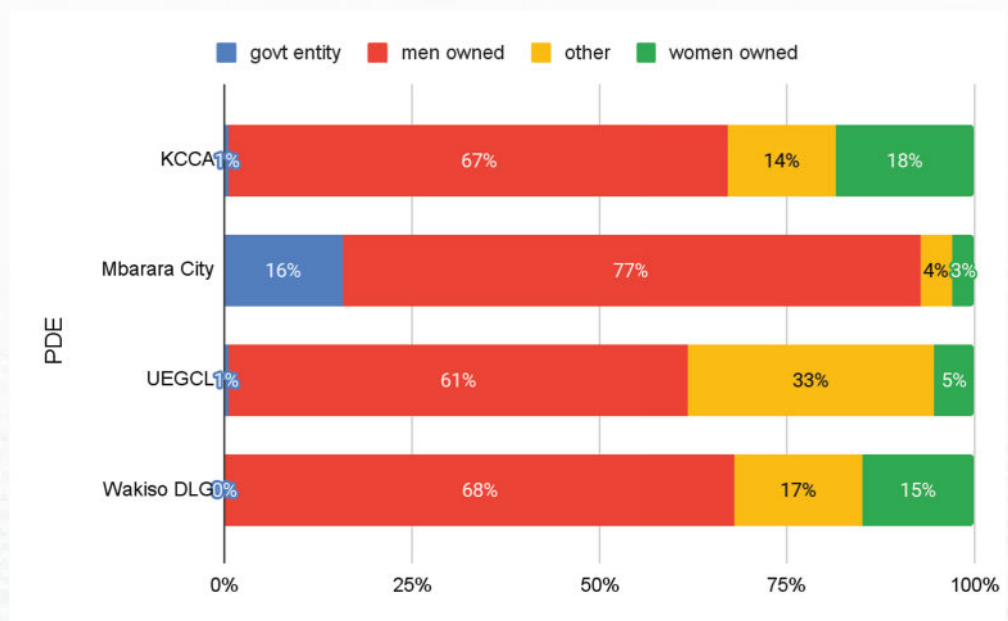
In Wakiso DLG, the other category accounted for 57% this was as a result of a number of contracts being supply of fuel.

KCCA is leading in terms of awarding contracts to WoBs, with 18% of its contracts going to these businesses UEGCL follows, with 11% of its contracts awarded to WoBs. Wakiso DLG and Mbarara City both show lower engagement with WoBs, each awarding only 6% of their contracts to these businesses.

4.5 Proportion of Value of Contracts Awarded to Women-Owned Businesses

Measures the percentage of the total value of public contracts awarded to women-owned businesses.

Across all entities, WoBs were awarded contracts worth UGX 14,921,772,256, which is 15% of the total contract value of UGX 98,354,256,266

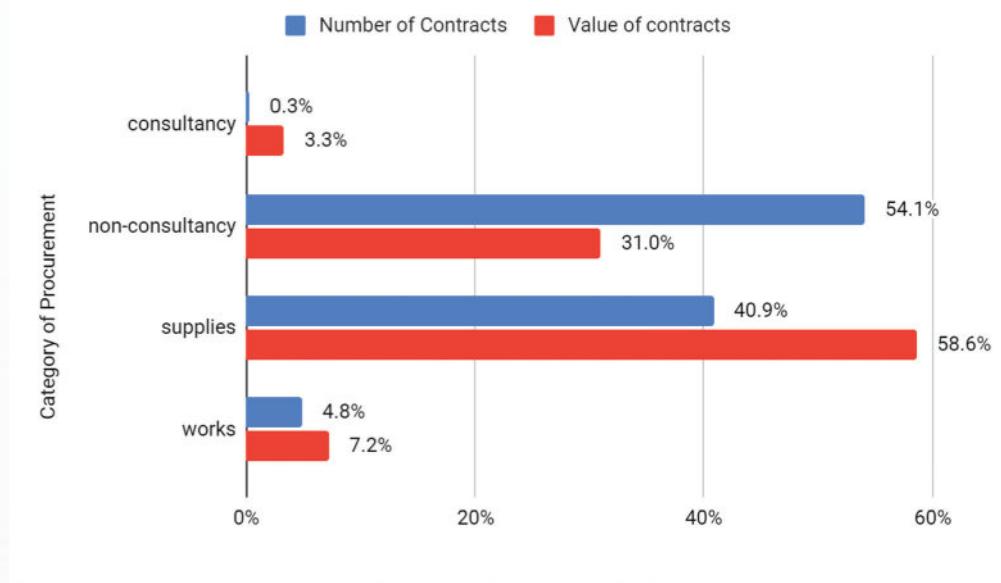


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Across all entities, WoBs were awarded contracts worth UGX 14,921,772,256, which is 15% of the total contract value of UGX 98,354,256,266

KCCA leads in terms of both the percentage and the total value of contracts awarded to WoBs, followed by Wakiso DLG. UEGCL and Mbarara City have significantly lower percentages, with Mbarara City being the lowest in both value and percentage.

4.6 Contracts Awarded to Women-Owned Businesses by Category of Procurement

The distribution of contracts awarded to Women-Owned Businesses (WoBs) reveals that the majority were in non-consultancy services, accounting for 54.1% of the total 394 contracts. Supplies followed closely, with 40.9% of the contracts awarded to WoBs. Works made up a smaller share, with only 4.8% of contracts, while consultancy services were the least represented, with just 0.3% of contracts awarded to WoBs. This data indicates that WoBs are predominantly involved in non-consultancy and supplies, with minimal participation in works and consultancy.



Although the majority of contracts awarded to WoBs were in the non-consultancy category (54.1%), these contracts accounted for only 31.0% of the total value awarded to WoBs. In contrast, supply contracts, which comprised 40.9% of the total number of contracts, made up the largest portion of the total value at 58.6%. Works contracts represented 4.8% of the contracts awarded but contributed a relatively lower 7.2% of the total value. Consultancy, while accounting for just 0.3% of the contracts, had a proportionate value contribution of 3.3%. This comparison reveals that while non-consultancy services dominate in quantity, supply contracts contribute significantly more in terms of financial value, highlighting a disparity between the number of contracts and the financial impact within the categories.



Although the majority of contracts awarded to WoBs were in the non-consultancy category (54.1%), these contracts accounted for only 31.0% of the total value awarded to WoBs.

4.7 Contracts Awarded to Women-Owned Businesses by Method of Procurement

Method of Procurement	Number of Contracts	Percent	Value of Contracts	Percent
micro procurement	285	72.3%	1,044,064,077	7%
request for quotation/proposal	30	7.6%	1,173,772,929	8%
direct procurement	6	1.5%	223,004,020	1%
open domestic bidding	13	3.3%	4,361,945,685	29%
open international bidding	0	0.0%	0	0%
open domestic bidding_framework	50	12.7%	7,500,173,948	50%
restricted bidding	10	2.5%	618,811,597	4%
Shortlisting without publication of EoI	0	0.0%	0	0%
Total	394		14,921,772,256	

The analysis of contracts awarded to Women-Owned Businesses (WoBs) by method of procurement reveals a notable divergence between the number of contracts and their corresponding value. Micro procurement is the most frequently used method, accounting for 72.3% of the contracts (285 contracts) awarded to WoBs, yet these contracts contribute only 7% (UGX 1.04 billion) of the total contract value.

In contrast, open domestic bidding frameworks, which represent just 12.7% of the contracts (50 contracts), account for a significant 50% (UGX 7.5 billion) of the total contract value, indicating that while fewer in number, these contracts involve high-value engagements. Request for quotation/proposal accounts for 7.6% of the contracts (30 contracts) and 8% of the total value (UGX 1.17 billion), reflecting a balance between the number and value of contracts awarded through this method. Direct procurement and restricted bidding are less common.

Open domestic bidding accounts for 3.3% of the contracts (13 contracts) but contributes a substantial 29% (UGX 4.36 billion) of the total value.

Overall, the data shows that while micro procurement is the most common method for engaging WoBs, high-value contracts are predominantly awarded through call offs from framework contracts.



Micro procurement is the most frequently used method, accounting for 72.3% of the contracts (285 contracts) awarded to WoBs, yet these contracts contribute only 7% (UGX 1.04 billion) of the total contract value.

Engagement with Wakiso





05

Limitations

5

Limitations

The data collection and analysis process encountered the following limitations:

01

Missing Values:

Procurement Reference Numbers and Dates: There were instances of missing values, particularly in procurement reference numbers and dates, especially for framework contracts.

02

Accuracy:

Errors were identified in procurement reference numbers, such as reference numbers not matching the types of procurement they were associated with. Inaccuracies in Reporting Methods of Procurement: Discrepancies were observed in the reporting of procurement methods, where reference numbers did not align with the procurement types.

03

Company Information Variability:

Challenges arose when searching for company information by name, especially when the names varied. This variability complicated the identification and verification of companies.

04

Incomplete Company Documentation:

Some companies were registered as businesses, not limited by shares, and lacked partnership agreements. Incomplete documentation and reliance on business name registration forms further contributed to inaccuracies.

05

Coverage/ Completeness:

Lack of Shareholder Data: The absence of data on shareholders made it difficult to disaggregate and analyze ownership information accurately.

06

Participation Data:

There was a lack of comprehensive participation data, which would have been helpful to understand the full scope of company involvement in the procurement process.

07

Inadequate Reporting:

Inadequate reporting was noted, particularly for micro procurements in local governments, indicating incomplete reporting. While entities confirmed the accuracy of the data, there were indications of reporting gaps.

08

Unrepresentative Prequalification:

The prequalification data did not represent all procurement categories. Some companies whose Business Registration Numbers (BRNs) could not be found were excluded from the analysis, affecting the representativeness of the data.



06

Future

6

Future Recommendations

Future Recommendations: Ways to Improve Data Quality

01

Review and Update Data Collection Templates

Templates: Revise all data collection templates to ensure they capture disaggregated data effectively. This will facilitate the collection of more granular data, including gender-specific information on ownership and participation. Capture BRNs to make it easy to validate the company data.

02

Conduct Regular Data Quality Reviews:

Regularly review and audit the quality of the data submitted in monthly reports from all pilot entities to ensure accuracy, consistency, and completeness of data. Submit feedback to Entities on data quality enabling necessary improvements.

03

Engage Stakeholders in Data Quality Improvement and reporting disaggregated data:

Organize sessions for all stakeholders involved in data collection and reporting.

04

Include Shareholder Information in Procurement Documentation:

Mandate the submission of detailed shareholder information as part of the procurement documentation for all bidding entities. This will enhance transparency and enable tracking of women-owned businesses (WoBs) throughout the procurement process.

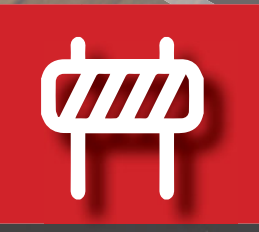
05

Capture Disaggregated Data on Participation/ Bids Submitted:

Ensure that all bids and participation data are captured in a disaggregated manner, identifying the gender of the business owners and other relevant demographics.

06

Strengthen Data Reporting to allow for real-time data submission and validation.



Barriers

7

Barriers hindering WoBs from participating in bidding for Government contracts

The following barriers are picked from the feedback from the trainings of WoBs

01

Lack of Knowledge about the Bidding Process:

Many individuals and businesses express a lack of understanding about the bidding process, which hinders their ability to participate effectively.

02

Inability to Win Bids and Discouragement:

Participants often feel discouraged by their inability to win bids, leading to reduced motivation to participate in future opportunities.

03

Lack of Information:

Limited access to relevant information about bidding opportunities and procedures poses a significant barrier to participation.

04

Perceived Gender Bias:

Some participants feel disadvantaged due to gender bias, leading to feelings of exclusion and marginalization.

05

Complexity and High Costs:

The complexity and high costs associated with bidding processes deter small businesses and individuals from participating.

06

Corruption and Lack of Trust:

Concerns about corruption and unethical practices in the bidding process undermine trust and confidence among participants.



Recommendations

8

Recommendations to improve the Participation of WoBs

01

Capacity Building and Training Programs:

Women entrepreneurs can benefit from targeted training initiatives that focus on improving technical skills, and contract compliance requirements specific to works and consultancy contracts. This training should also include guidance on navigating public procurement procedures and understanding eligibility criteria for these categories.

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03

Enforcement of Guidelines to Promote Special Interest Groups (SIGs):

There is a need for stronger enforcement of existing policies and guidelines aimed at promoting Special Interest Groups (SIGs), including women-owned businesses, youth, and persons with disabilities. The procurement guidelines should be regularly reviewed to ensure they are not only inclusive but also enforced at the entity level. Clear penalties for non-compliance and incentives for entities that meet SIG targets can strengthen adherence to these guidelines.

04

Establishing a compliance monitoring team to assess the progress and challenges in the implementation of these guidelines is critical to ensure the sustained promotion of SIGs in procurement activities.

08

Combating Corruption:

Strengthen measures to combat corruption and ensure transparency and integrity in the bidding process. Implement robust anti-corruption measures, such as regular audits and investigations into procurement practices. Encourage whistleblowing and provide protection to individuals reporting corrupt practices.

05

Regular Monitoring and Evaluation Mechanisms:

Monitoring and evaluation (M&E) systems need to be strengthened to track the participation of WoBs and other SIGs in public procurement. Gender-disaggregated data should be routinely collected and analyzed to assess the impact of initiatives aimed at boosting WoB participation in underrepresented categories. Regular reporting and auditing should be instituted to ensure that PDEs comply with the established quotas and guidelines for SIGs.

06

Accessibility and Ease of Participation:

Simplify the bidding process and make bid documents easily accessible to all businesses, especially new and small companies. Reduce the required documentation and bureaucratic hurdles to facilitate greater participation.

07

Timely Payments and Accountability:

Ensure timely payments to suppliers and contractors to promote trust and confidence in the procurement process. Address issues of delayed payments and hold entities accountable for adhering to contract and payment terms.

Engagement with KCCA



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