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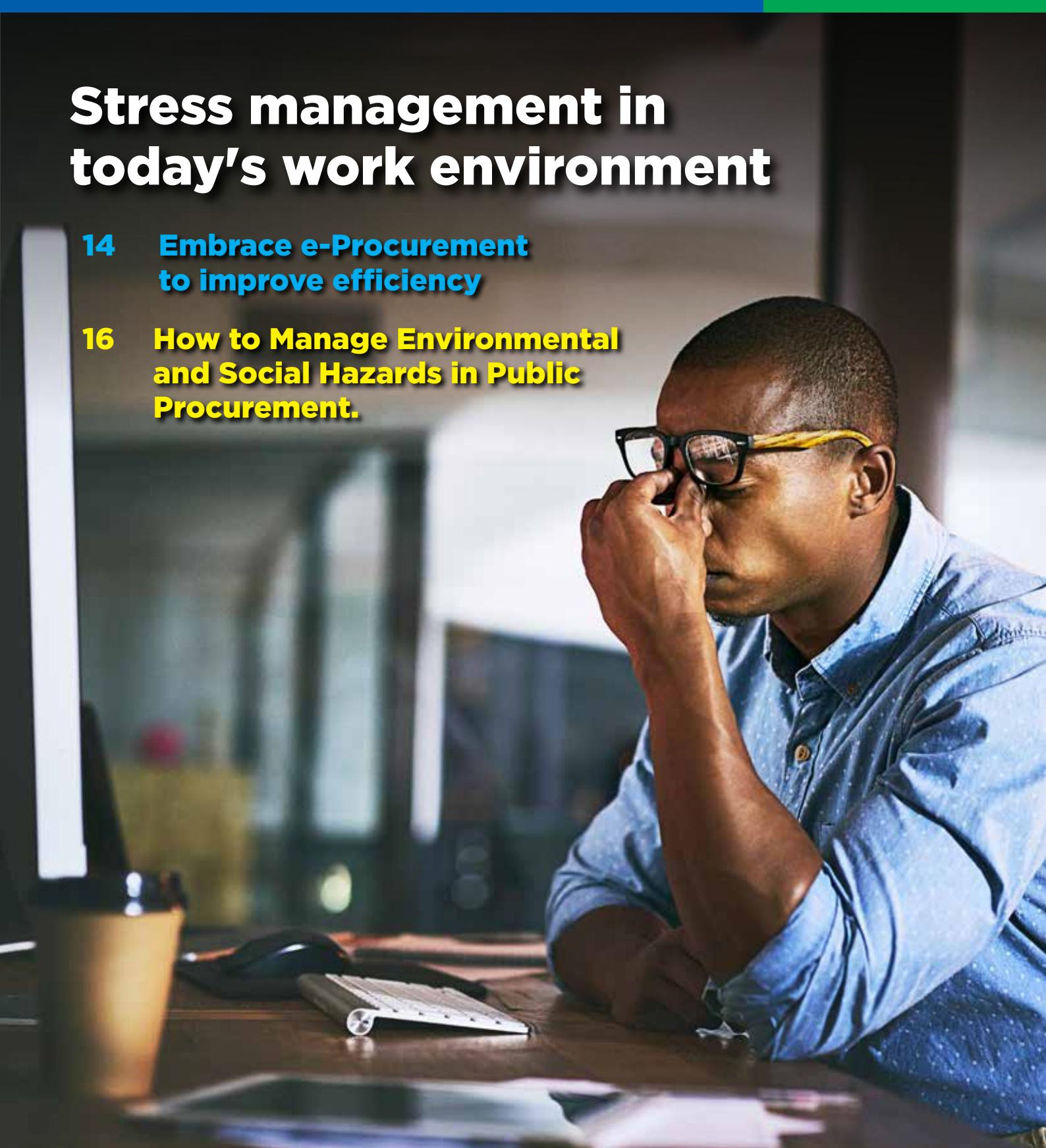
Annual Magazine 2023

The Institute of Procurement Professionals of Uganda

ISSUE 10/2023

Stress management in today's work environment

- 14 Embrace e-Procurement to improve efficiency**
- 16 How to Manage Environmental and Social Hazards in Public Procurement.**



ALL-NEW ISUZU

D-MAXIMUM

SAFETY

- Emergency braking
- Lane Keep Assist
- Lane departure prevention
- Rear Cross traffic alert
- Driver monitoring

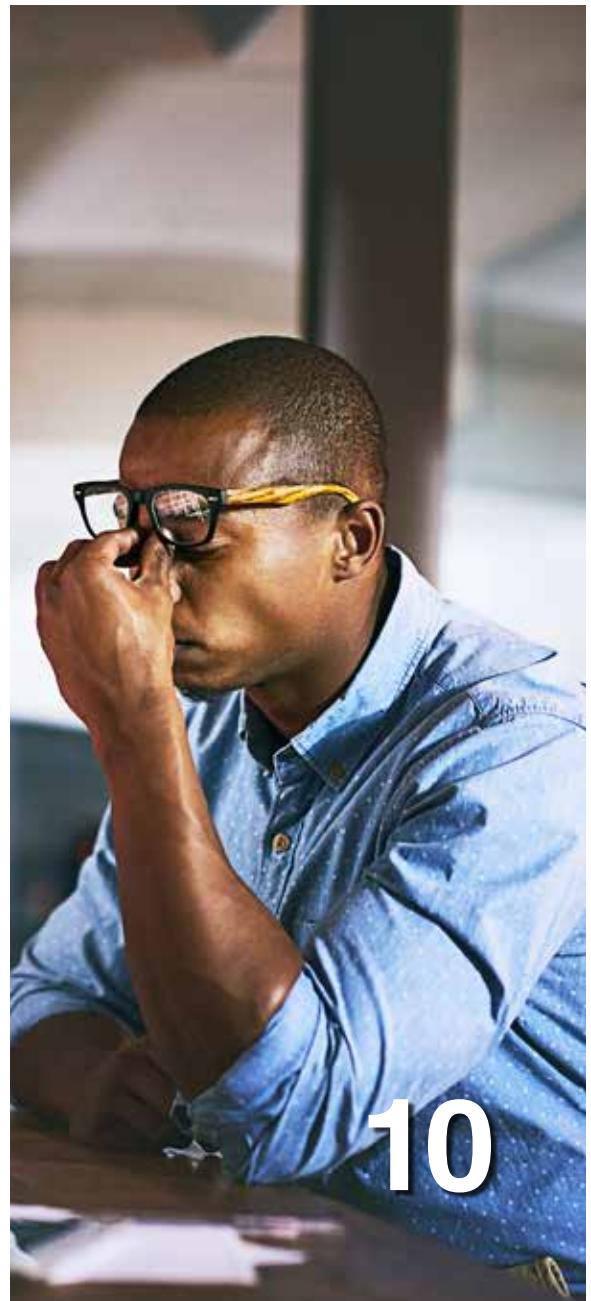
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★★★★★



ISUZU
With you, for the long run

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A message from the **Chairperson Council**

Dear Readers,

I extend a warm welcome to each one of you as we gather for the 11th IPPU Annual Dinner. It is a pleasure to see familiar faces and new members joining us tonight, and I extend my heartfelt congratulations to all for navigating the challenges and triumphing in our dynamic profession.

Since our last gathering in 2022, our profession has witnessed significant advancements, with many of our colleagues achieving new heights in their careers. I commend each one of you for your dedication and hard work. However, as we celebrate our successes, we must also acknowledge the persistent challenges in service delivery. It is crucial to recognize these issues and collectively work towards enhancing our regulatory frameworks and systems for a more efficient procurement and supply chain industry.

In a world characterized by volatility, stress, uncertainty, complexity, and ambiguity, our ability to adapt and respond to the dynamic environment becomes paramount. Tonight, let us reflect on the past year and consider how we can collectively contribute to the growth and improvement of our profession.

Addressing Stress in the Work Environment: In our fast-paced professional landscape, stress has become an inseparable part of our work lives. The IPPU acknowledges the importance of creating a work environment that prioritizes the well-being of its members. Employers and organizations play a crucial role in implementing strategies to manage and alleviate workplace stress, fostering a healthy and motivated workforce.

Introducing the IPPU Membership App: Revolutionizing Procurement Member Access: I am thrilled to introduce a groundbreaking initiative from the Institute of Procurement Professionals of Uganda—the IPPU Membership App. This tool is set to rede-

fine how our members access crucial information, providing a streamlined and user-friendly interface for a more connected and engaged community.

The IPPU Membership App offers seamless access to vital resources, allowing members to manage registration details, access information on training programs, participate in the Annual Procurement Summit and other conferences, obtain attendance certificates, and stay updated on Continuing Professional Development (CPD) programs. This app marks a significant shift in how our members interact with IPPU, empowering them with immediate access to information essential for their professional growth.

I invite each member to download the IPPU App and experience the transformative power of seamless access to vital resources. This is a testament to IPPU's commitment to innovation and progress, creating an environment where members can easily engage, learn, and grow within their professional sphere.

Expressing Gratitude: I extend my sincere gratitude to our Guest of Honour, Hon. Beti Olive N. Kamya Turomwe, Inspector General of Government (IGG), for gracing this dinner with her presence. I also salute the Ministry of Finance, Planning, and Economic Development (MOFPED) through the Procurement Policy & Management Department for their unwavering support. A special thanks to the IPPU Council for their invaluable contributions and to our stakeholders, sponsors, partners, and friends for their continued collaboration in building a robust procurement and supply chain industry in our country.

As we approach the end of the year, let us redouble our efforts to add value to our Institute and country. I wish you all a Merry Xmas and a prosperous New Year.



A message from the **Executive Secretary**

David N. Kalitani
Executive Secretary

Dear Members and Friends of the Institute of Procurement Professionals of Uganda (IPPU). It is with great honor and warmth that I extend my greetings to each of you. I am thrilled to present the IPPU Annual Magazine for the year 2023, an edition dedicated to the pivotal theme of Stress Management in the Work Environment.

This magazine delves into the critical aspects of addressing stress within our work environments. We explore the measures being taken to foster a climate conducive to well-being and productivity. Additionally, we highlight the profound impact sustainable procurement practices can have on stress management in the workplace.

Addressing Stress in the Work Environment

In today's fast-paced professional landscape, stress has become an inevitable companion in our work lives. The pressures of deadlines, high expectations, and the constant strive for excellence can significantly impact our well-being and productivity. Addressing stress within the work environment is not just a consideration; it's a necessity for fostering a healthy, motivated workforce.

Employers and organizations play a pivotal role in creating an environment that mitigates stress. It begins with acknowledging the factors that contribute to stress and implementing strategies to manage and alleviate these pressures.

Promoting Work-Life Balance: Encouraging a healthy work-life balance is fundamental. Flexible work hours, remote working options, and clear boundaries between personal and professional time help employees recharge and reduce burnout.

Support Systems and Open Communication: Establishing robust support systems and an open communication culture enables employees to voice their concerns without fear of repercussions. It allows for the identification of stress triggers and the implementation of tailored support mechanisms.

Training and Education: Offering training on stress management, resilience, and mental health awareness equips employees with the tools to recognize and address stress. Moreover, leaders trained in supporting their teams during stressful periods are invaluable assets.

Creating a Positive Work Culture: Fostering a positive work culture where achievements are recognized, teamwork is encour-

aged, and a sense of community is nurtured helps in combating stress. When individuals feel valued and supported, they are more resilient in facing challenges.

Sustainable Procurement's Role: Sustainable procurement practices also have a role to play. By prioritizing ethical and sustainable sourcing, organizations contribute to a more responsible, transparent, and reliable supply chain. This, in turn, reduces uncertainties and stress associated with unreliable or unethical suppliers.

In essence, the battle against workplace stress requires a multi-layered approach. It demands a commitment from both employers and employees to create an environment that prioritizes mental health, supports well-being, and fosters a culture of understanding and resilience. The result is not just a reduction in stress but the creation of a more engaged, motivated, and effective workforce.

Addressing stress in the workplace is an ongoing journey that necessitates continuous evaluation and adaptation of strategies to suit the evolving needs of the workforce.

Top of Form

tion details, obtain information regarding training programs, gain instant access to Annual Procurement Summit and other Conferences, access attendance certificates, and stay updated on the latest developments within the Continuing Professional Development (CPD) programs.

A Game Changer for IPPU: This revolutionary App marks a pivotal shift in how members interact with IPPU. It serves as a one-stop hub, consolidating essential information and services in one user-friendly interface. With just a few taps, procurement professionals can navigate their membership, ensuring they remain updated and well-informed, fostering a more connected and engaged community.

Empowering Procurement Professionals: The IPPU Membership App will empower our members with immediate access to information that's vital for their professional growth. No longer will they have to navigate multiple channels or wait for updates. It's a game changer in providing real-time, on-the-go access to critical resources, empowering professionals to stay ahead in an ever-evolving industry.

This App stands as a testament to IPPU's commitment to innovation and progress. By embracing cutting-edge technology, we are creating an environment where members can easily engage, learn, and grow within their professional sphere.

We invite all members to download the IPPU App and experience the transformative power of seamless access to vital resources. Join us in this exciting phase of evolution within IPPU, where each member's journey is made more accessible, connected, and efficient.

Professionalism

In upholding professionalism, our dedication to Continuing Professional Development (CPDs) remains unwavering. Each IPPU member is encouraged to achieve a minimum of 20 CPD hours annually. We take pride in organising CPD programs that enrich and empower procurement professionals. IPPU stands as the bedrock of procurement professionalism in Uganda.

The remarkable surge in CPD attendance in 2023 is a testament to our dynamic communication strategy. We extend our deepest gratitude to all the professionals and practitioners whose active involvement has played a pivotal role in the Institute's success, even amidst operational challenges.

We express our sincere appreciation to the Ministry of Finance, Planning & Economic Development (MoFPED) and the Public Procurement and Disposal of Public Assets Authority (PPDA) for their unwavering support since our inception.

Looking forward, IPPU is dedicated to broadening advocacy to better serve and support procurement and supply chain professionals in Uganda. This commitment allows us to consistently elevate our standards and provide exceptional value to our members and partners.

I want to extend my thanks to the IPPU Council, Secretariat, and the entire membership for their commitment to the Institute's mission. Together, we can drive substantial change within the Institute and in the way procurement professionals contribute to our country.

As the year nears its end, I take this chance to wish each of you a Merry Christmas and a prosperous 2024. May the season's spirit bring joy and inspiration to you and your loved ones.

Introducing the IPPU App: Revolutionizing Procurement Member Access

The Institute of Procurement Professionals of Uganda (IPPU) is thrilled to unveil its latest innovation: the IPPU Membership App, a pioneering tool set to redefine how procurement professionals' access crucial information and elevate their engagement within the institute.

Streamlined Access: The IPPU Membership App is a comprehensive platform designed to provide seamless access to vital resources. Members can effortlessly manage their regis-

About the Institute of Procurement Professionals of Uganda

The Institute of Procurement Professionals of Uganda (IPPU) is a Ugandan institute for the procurement and supply management professionals and practitioners. It was incorporated as a company limited by guarantee on 2nd April 2008.

Vision

"To be the leading professional body in procurement and supply chain management."

The Vision is supported by a Mission, which is: "To promote professionalism in procurement and supply chain management through research, training and development of the members and other stakeholders."

Governance

Council – The council is the governing body of the institute. It is composed of 10 members elected every three years. It makes policies and carries out overall supervision. It is made up of various stakeholders in the Procurement and Supply Management Profession comprising of representatives from the private and public sectors.

Management

Secretariat – A full-time Secretariat headed by the Executive Secretary who is the Chief Executive Officer of the Institute. He is responsible for the management of the day-to-day activities of the institute. The Secretariat is located on plot 37 UEDCL TOWER, Nakasero Road.

Membership Categories

Certified Procurement Practitioner (CPP) Member – A person shall be eligible for Certified Procurement Practitioner membership of the Institute if he or she attains or possesses the following:

Passes the qualifying examinations conducted by the Council, under the Memorandum and Articles of Association and completes the training prescribed by the Council or equivalent.

Is a member of a society or an Institute of Procurement and Supply Chain Management approved by the Council as being a society or institute with equivalent status or higher and

Has got a minimum working experience of three years in Procurement and/or Supply Chain Management-related field.

Recognised institutions for enrollment as a CPP

IPPU recognises the following institutions for first enrollment. This means that full members of these Institutions will become full members of IPPU upon application and paying the relevant fees of IPPU.

- CIPS UK
- ISM of the USA
- CIPSA of Australia
- IPSA of South Africa

Members of other institutions which offer professional courses in Procurement and Supply Management but are not listed will only be given enrollment if the IPPU Council approves that institution.

Graduate Member

This refers to an individual who has attained academic qualification in the field of Procurement and Supply Chain Management. This category includes holders of degree/diploma in the field of Procurement and Supply Chain Management but do not possess professional qualifications.

Affiliate Member

This is a category for individuals who have strong interest in Procurement and Supply Chain Management in Uganda and not satisfying the other categories of herein after mentioned members. Affiliate members can keep up to date with current thinking and trends and participate to influence IPPU policies.

Student Member

This refers to a member who is registered, undertaking professional/academic studies leading to qualification in the field of Procurement and

The table below summarizes the current membership fees.

Category	Member-ship Fees	Applica-tion Fees	Total
Corpo-rate	600,000	20,000	620,000
Fellow	250,000	20,000	270,000
CPP	200,000	20,000	220,000
Graduate	150,000	20,000	130,000
Affiliate	110,000	20,000	270,000
Student	50,000		50,000

Supply Chain Management offered by an approved institute or university.

Fellow Member

Refers to the most senior category of membership conferred upon an existing member who demonstrates a high level of achievement and at least 10 years of experience in Procurement and Supply Chain Management.

Corporate Membership

Corporate membership is designed for institutions or organizations, which recognize the need for professionalism in Procurement and Supply Chain Management, in their corporate governance.

By paying a corporate annual fee, these organizations will enjoy a wide range of benefits. Corporate members will be invited to participate in IPPU-organized events at corporate discount rates.

Application Fees:

This is a one-off payment which all persons wishing to apply for membership must pay. It should accompany all applications; it is a standard fee of USh20,000.

Membership Fees

This is an annual subscription to be paid by members. This fee varies for each category and members should pay the correct fee for the category they belong to. It is payable every year at the renewal of any membership.

Membership Registration Procedures

These are the steps to follow when one is applying to be registered as a member of IPPU.

1. Obtain a membership application form from the IPPU office or print a form from the IPPU website.

2. Attach all appropriate documents required for the category of membership to which one wishes to be admitted. Requirements for each category are attached.

3. Each fully completed application form should be returned either in person to the IPPU offices, Plot 37 Nakasero Road, or by post to the Executive Secretary IPPU, P.O. Box 34424, Kampala – Uganda.

4. Each completed application form should be accompanied with proof of payment of USh20,000 as non-refundable application fee.

5. All payments should be made out to: The Institute of Procurement Professionals of Uganda (IPPU). Account Number: 6000563534 Barclays Bank, Kampala Road, or Airtel Money No. 0754 663661. A receipt will be issued for the payment received.

6. Applicants will receive a reply within a period of 4-6 weeks upon receipt of a fully completed application form and payment of the application form and payment of the application fee, informing them of the status of their application and, if the application is successful, the category of membership to which they qualify to be admitted.

7. Successful applicants will upon receipt of this reply have to make full payments of all fees for the category to be finally admitted as members of IPPU.

8. Applicants who qualify for direct admission can submit their application form together with all relevant documentation for their application to be fast tracked.

Fast-track admission will only apply to applicants who meet the following criteria:

- Applicants should submit a fully completed application form.
- Applicants who hold full membership of one of the following listed institutes in 3.1 above.
- Have paid all relevant fees in full, that is, Application fees as well as Membership fees.



“
IPPU promotes professionalism in procurement and supply chain management through research, training and development of the members and other stakeholders.

“

IPPU Council Members



Mrs Pelly. R
Mugasi
Chairperson



Mr Godfrey
Erukwine (MCIPS)
Vice Chairman



Mr Patrick
Odida (MCIPS),
Council Member



Ms. Roselyn Mbabazi
Tusiime (MCIPS),
Council Member



Mr. Obadiah
Muhangizi
Council Member



Mr. Chris M
Byaruhanga
Council Member



Ms Hadijah
Katusabe
Council Member



Dr. Aloysius
Byaruhanga
Council Member



Ms. Susan
B. Kamazima
Council Member



Mr. Simon
Nabyama
Council Member

IPPU Secretariat



Executive Secretary
David Kalitani Nsamba
MED, MCIPS, Bsc
(Hons), Dip Ed;



Administrative Officer
Julius Tugume
Rutatina;



Accounts Officer
Stanley Nuwagaba
Bcom (MUK), Dip.Bs

Quote

Productivity is never an accident. It is always the result of the commitment to excellence, Intelligent planning and focused effort.

Paul J. Meyer



STRESS MANAGEMENT IN TODAY'S WORK ENVIRONMENT

BY Kambeho Blea, MCIPS
Senior Procurement Officer-UNRA

What is stress?

Stress is when you feel unable to cope with a perceived pressure. Work-related stress can be determined by demands of the job that do not match or exceed the capabilities, resources, or needs of the worker, or when the knowledge or abilities of an individual worker or group to cope are not matched with the expectations of the organizational culture of an entity.

The International Labour Organization, in a 2016 publication noted that workplace stress is a collective challenge. The ILO noted that Stress is part of our human experience and a natural phenomenon. Problems arise when the experience is sustained or we do not manage it — regardless of whether the source of stress is still active.

Stress has a great impact on the professionals and affects the lev-

el of productivity. According to a survey of 1,600 workers in the US and UK by work management platform [Wrike](#), 94% of workers reported having at least some stress at work.

If stress is prolonged, it becomes negative, and can have physical effects. Dr Valeria Mondelli, a consultant psychiatrist and Senior Clinical Lecturer at King's College London, explains that your body responds to stressful

experiences by releasing hormones that make your heart beat faster. Your [blood pressure](#) rises, you breathe more rapidly and you might start to sweat. This is known as the 'fight or flight response'.

If this is temporary, it can make your brain sharper and help you react faster. But if stress is prolonged, it becomes negative, because you continue to pump out a hormone called cortisol.

"In the long term, having high levels of cortisol can affect the immune system, which affects new brain cells and the networks between them," says Dr Mondelli. "It can lead to low mood, low energy, low motivation or problems with your sleep." It can also raise the risk of a viral infection, research has found

From the background above, how then do we manage stress?

"It may not be possible to completely avoid stress," says Dr Mondelli. "But you can identify it and change how you respond to it early enough to stop negative long-term consequences."

I recommend that professionals should exhibit good self-esteem; an individual should love themselves first, and have a high sense of self awareness. Having a sense of purpose and being able to contribute meaningfully, engage in continuous professional development on skills, and delegation of assignment, authority and breaking work into manageable parts so as to be able to cope with stress.

Learn to connect with people regularly, positive healthy authentic relationships are part of strong healthy workplace culture where you feel connected to others.

Here are practical examples of people we all know and how they expressed that they manage stress.

1. Barack Obama (Former US President)

His daily ritual of walking for one minute along the colonnade at the beginning and end of each day granted him a chance to mentally prepare for what awaited him at work and at home.

"On the way back to the residence in the evenings, my briefcase stuffed with papers, I'd use the time to clear my mind, anticipating my dinner with Michelle and the girls, and an exuberant greeting from the dogs," Obama posted on Instagram on 11 November, 2020.

In an interview with The Huffington Post Obama explained that his steady temperament, consistent exercise routine in the morning and family time also aided him in keeping stress at bay. "I'm very consistent about spending time with family," he says. "And when you have dinner with your daughters - particularly teenage daughters - they'll keep you in your place and they'll teach you something about perspective."

2. Richard Branson

The British billionaire and Virgin Group Co-Founder dedicates 60 minutes of his day to his health, even if this means waking up at five or six o'clock in the morning to play tennis or kitesurf. Without this regular physical workout, Branson wouldn't be able to perform as well as he does.

"The only reason I'm able to do all the things I do and to keep on top of a busy schedule without getting too stressed is because I stay fit," Branson says.

3. Jeff Bezos

For Amazon's Founder and Executive Chair, stress

comes about when we fail to take action when it is necessary. He describes this as a thought that looms in the back of your mind and must be addressed for the stress to dissipate.

"I find as soon as I identify it, and make the first phone call, or send off the first email message, or whatever it is that we're going to do to start to address that situation — even if it's not solved — the mere fact that we're addressing it dramatically reduces any stress that might come from it," Bezos reflects.

4. H.E Gen (Rtd) Yoweri Kaguta Museveni

While officiating at the 2nd National Day of Physical Activity in July 2019 , President Museveni informed the masses that the only way to live a long life is to eat healthily and exercise. He highlighted the growing threat of NCDs in the country, "Ugandans are increasingly enjoying unhealthy lifestyles, but this is detrimental to the growth of the nation."

He further decried alcohol and drug abuse, "desist from taking drugs and alcohol because of the health-related issues these bring to the body. I'm 74 years old with no blood pressure or diabetes."

5. Oprah Winfrey

In a 2015 interview with Fast Company, Winfrey shared a simple tactic she employs to combat stress: Close the door and breathe.

"I close the door, wherever I am at my old office in Chicago, I'd literally go in the closet and just sit and breathe," Winfrey said.



BY Maria Natukunda
Communications and Marketing Professional

NAVIGATING THE STORM

Stress Management at the Workplace

In today's fast-paced corporate world, stress management at the workplace has become more crucial than ever. Employees are often caught in a whirlwind of deadlines, high expectations, and a constant need to adapt to new challenges.

While the causes of stress vary from workplace to workplace and/or person to person, two significant contributors to workplace stress are unclear processes and inadequate leadership. In this article, we will explore how these factors contribute to employee stress and provide strategies for mitigating their impact.

The Pervasive Issue of Unclear Processes:

Unclear processes within an organization can lead to a myriad of problems, with stress being one of the most significant consequences. When employees are unsure of the acceptable way to execute their tasks or navigate their daily responsibilities, it can be incredibly frustrating and overwhelming. The uncertainty surrounding work processes can result in missed deadlines, increased errors, and decreased productivity. As employees struggle to find their way, their stress levels rise.

One of the primary reasons unclear processes create stress

is the feeling of helplessness. When employees don't have a clear roadmap for completing their tasks, they often feel like they are drifting in uncharted waters. This lack of direction can cause anxiety and erode their confidence, leading to decreased job satisfaction and increased stress levels.

Moreover, unclear processes can also lead to a lack of accountability. When it's not clear who is responsible for what, employees may find themselves in situations where they are blamed for problems that they had little control over. This can lead to resentment and a toxic work environment, further exacerbating stress.

To combat the stress associated with unclear processes, organizations can take several steps; Firstly, clear and well-documented processes should be established for all core functions. Employees should have easy access to guidelines, procedures, and best practices to help them navigate their tasks efficiently.

Regular training and communication are also vital. Employees must be kept in the loop about any changes in processes or protocols. Regular check-ins, team meetings, and open lines of communication can help employees feel more secure and informed.

Additionally, organizations should encourage feedback from employees. They are often the ones on the front lines, experiencing the impact of unclear processes firsthand. By listening to their suggestions and concerns, companies can make necessary adjustments and improvements.

The Role of Inadequate Leadership:

Inadequate leadership is the most adverse source of stress in the workplace. A lack of effective leadership can result in confusion, frustration, and a sense of disconnection among employees. When leaders fail to provide clear direction, support, and a positive work environment, the repercussions are felt throughout the organization.

One common aspect of inadequate leadership that contributes to stress is the absence of mentorship and guidance. Employees often rely on their superiors for guidance, not just in terms of daily tasks but also for their career development. When leaders are unavailable or disengaged, employees feel like they are left to fend for themselves. This lack of support can lead to stress and job dissatisfaction.

Additionally, inadequate leadership creates a toxic work culture. Leaders who are dismis-



sive, condescending, or unsupportive can create an environment where employees feel undervalued and unappreciated. This has a severe impact on morale and, consequently, leads to increased stress levels.

Addressing inadequate leadership is essential for reducing workplace stress:

Organizations should invest in leadership development programs to help their leaders become more effective and empathetic. Leadership training can help improve communication, conflict resolution, and team building skills.

Regular feedback from employees is crucial as well. Anonymous surveys or open forums can provide insights into the leadership's performance and help identify areas that need improvement.

Encouraging a culture of support and collaboration can also go a long way in mitigating the stress caused by inadequate leadership. When leaders are approachable, understanding, and supportive, employees are more likely to thrive and feel less stressed.

Stress management at the workplace is a critical issue, and addressing the problems of

unclear processes and inadequate leadership is essential for creating a healthier and more productive work environment. When organizations establish clear processes, maintain open lines of communication, and provide effective leadership, they can significantly reduce workplace stress and foster a culture of productivity and well-being. Employees who feel supported and have clarity in their roles are more likely to thrive, ultimately benefiting the organization as a whole.



**PRICE IS WHAT YOU PAY.
VALUE IS WHAT YOU GET.**

Warren Buffet



EMBRACE E-PROCUREMENT TO IMPROVE EFFICIENCY



By Godfrey Lutimba Matovu
Manager Procurement, Uganda Civil Aviation Authority

The need to improve efficiency and effectiveness in Public Procurement Systems across the World has inspired Governments to undertake different reforms.

One of the most significant reforms in Public Procurement Sys-

tems that is being undertaken by the Government of Uganda is to revolutionize government operations and consequently improve efficiency in the procurement function by adopting and implementing Electronic Government Procurement commonly known as E-GP.

Electronic Government Procurement is the process of planning, requisitioning, solicitation and contracting online. It is largely a business-to-business (B2B) process.

E-procurement uses a web (internet) interface or some other kind of networked system that connects suppliers or providers

and customers and significantly reduces paper-based processes.

The paper-based procurement system is fraught with several challenges and delays that undermine efficiency and effectiveness in service delivery. The paper-based processes are associated with incidences of corruption manifested by among others; withholding information, collusion, document tampering, alterations and cost adjustments all geared towards getting results and contract awards to favored or preferred bidders.

Governments that have embraced electronic procurement attest that systems such as E-GP can improve efficiency and mitigating corruption through the promotion of transparency and disclosure throughout the procurement cycle. For instance, E-GP enables prospective suppliers to access and retrieve all the necessary procurement information such as available tender opportunities and award decisions at any given time hence reducing the degree to which officials withhold information from non-favored bidders. This level of transparency and easy access to information helps to improve fairness, efficiency, and competition, hence reducing the opportunities for corruption.

In addition, E-GP provides record and audit trail of all procurement transactions which can help to increase accountability and detect corruption. Additionally, e-procurement prevents unnecessary physical contact between prospective suppliers and public officials during the bidding process. In so doing, incidences of influence peddling and collusion are also minimized.

Citizens, the media, and oversight bodies such as IGG, COSASE, PPDA can also utilize E-GP to monitor procurement processes by making use of the

Electronic Government Procurement is the process of planning, requisitioning, solicitation and contracting online. It is largely a business-to-business (B2B) process.

data available to investigate and expose potential corruption cases. E-Procurement promotes the principles of value for money, Competition, Ethics, Accountability, and Equity as explained below.

- (1) Value for Money. Achieved through the simplification and speeding up of all the stages of procurement to obtain the best outcome of a procurement transaction.
- (2) Fair Competition. Because of its transparency, and easy access to information, E-GP increases the participation of many bidders. The system can allow as many suppliers as possible to participate in each tender.
- (3) Ethics. All stakeholders ought to act within the prescribed ethical standards, mutual trust, and respect during the evaluation of bids, making of award decisions and preparation of solicitation documents.
- (4) Accountability. E-GP keeps records and audit trails of all procurement transactions. Procurement stakeholders

should therefore exercise due care and responsibility during the execution of their work as their actions can easily be validated and independently checked.

- (5) Equity. The e-procurement system allows for Suppliers to be treated without due regard to background, race, belief, gender.

Uganda Civil Aviation Authority (UCAA) is one of the pioneer entities in embracing EGP. UCAA has, however, faced a unique challenge of being a self-accounting entity that generates its revenue and uses its own accounting SUN system which has not yet been integrated with EGP.

This delayed integration has robbed UCAA of the full benefits of EGP because we cannot complete the full cycle of the process by contracting online which entities that draw their funding from the consolidated fund are using IFIMIS are already enjoying.

The e-GP Team is focused on solving this challenge and we are working closely together to resolve this matter.

Let's all embrace EGP and despite the various challenges being faced by entities, the EGP system is the way to go and we must all support the EGP system that is focused at improving efficiency in the procurement process, by minimizing the procurement cycle time, maximizing value for money, and fostering accountability. It is one reform area that has a significant impact on minimizing corruption through the promotion of transparency, accountability, and integrity across the procurement cycle.



By **Benson Turamye**
Executive Director PPDA

How to Manage Environmental and Social Hazards in Public Procurement.

At the dawn of the 21st century, and a few decades earlier, advances in science and technology, were supposedly meant to usher in better standards of living and better livelihoods for mankind. This was because discoveries and inventions were expected to translate into mass production of goods and services and to make lives more comfortable for humanity.

While this was, and is still partially correct, it has dawned on us, and at times rather belatedly, that availability of goods and services will improve the lives of mankind, only, if the production is sustainable. In fact, mass production of goods and services can have adverse impacts on the planet and on humanity, and quite often, irreversibly. This is the lesson we have learnt in the public procurement arena.

The provision of goods and services by the government is not

an end in itself. The process must be subjected to scrutiny to ensure that the citizens do not pay “other prices”, which, as we have established, are heavier than the nominal monies we expend in the procurement process. This scrutiny is what we refer to as Environment, Social and Health Safeguards (ESHS) in the public procurement process.

It is also against this background that the amendment of the Public Procurement and Disposal of Public Assets (PPDA) Act in 2021, provided for the ESHS, an area that was hitherto not considered important in public procurement.

Section 61A of the amended Act now clearly provides for sustainable procurement, and provides that, “a procuring and disposing entity shall, for each procurement, take into account environmental protection, social inclusion and stimulating innovation, as may be prescribed”.

And in line with its mandate, under Section 7 of the PPDA Act, the Authority had also earlier in 2019, revised the Standard Bidding Document (SBDs) for use by all Government Procuring and Disposing Entities (PDEs) for the procurement of works. The revision incorporates ESHS for the procurement of infrastructure projects like roads, water and sanitation systems, building works, and bridges.

With respect to environment safeguards, the bidding documents now provide for measures to mitigate the impact on habitats, land use and natural resources of the localities where the projects are being undertaken. Thus, PDEs are expected to work with contractors to identify and put in place measures to address issues of pollution (water, air, soil), plus maintenance of flora and fauna. They are also expected to protect natural re-



sources such as wetlands, and to prudently manage waste disposal. Deviation from these requirements is a breach of the law by both the contractor and the accounting officer.

Social Safeguards are related to problems that influence a considerable number of individuals within a society where a project is to be undertaken. Owing to labour influx, there may be spread of communicable diseases, sexual harassment and exploitation, gender based violence, illicit behaviour and crime. These ills are prevalent in areas where mega projects, say road construction, or power dams are being undertaken, and many times by big multinational contractors. Contractors are supposed to put in place mechanisms to ensure that in the execution of works or delivery of goods and services, there are mechanisms for prevention of the aforementioned ills and there are response action plans, if and, when they occur.

Furthermore, there should also be measures to address socio-cultural safeguards which include management of social disruption, displacement of communities, preservation of histor-

ical sites and compensation for land or resettlement of project affected persons.

Other Socio-economic Safeguards include managing the impact on livelihoods and social services. Does the contractor use child labour? Do we have gender and social inclusion? Are the conditions of work fair? What about first aid, adequate usage of personal protective equipment, observation of hygiene, and training?

It should be noted, that consideration of ESHS is not only at the implementation phase of the projects. It should be embedded in the entire process, right from procurement planning to the handover and commissioning of the project and throughout the project life span.

At the planning stage, the PDEs ought to identify the appropriate location of works. The project should, for instance, not subject an area to soil erosion and landslides or contaminate water points for domestic use and for animals. The entity should also identify environment and social safeguards, for instance terracing or tree planting.

At the initiation of the procurement, the Bills of Quantities (BOQs) must have a costed Environment and Social Management Plan (ESMP). The Contracts Committee of a PDE is not expected to approve the procurement or disposal, which does not have mechanisms for managing ESHS issues. Where necessary, especially for mega projects, the Contracts Committee should have membership of ESHS specialists.

The bidders or contractors on their part are required to submit, an Environment and Social Management Plan (ESMP) as a mandatory requirement in the bidding process. And where necessary, the Bidder must indicate ESHS specialists as part of key personnel. The accounting officer may not sign a contract unless it appropriately provides for ESHS Safeguards.

In pursuance of the regulatory function, the PPDA will not hesitate to fault any Accounting Officer or contractor for failure to adhere to section 61A of the PPDA Act for the current generation and for posterity.



Making Organizations in Uganda to adhere to Social Sustainability Principles

By Abraham Nkata MBA, MCIPS, CPP

The author is currently working as the Uganda Country Mentor under the Swedish International Development Agency (SIDA) funded project providing global capacity development to assist countries introduce sustainable public procurement (this project is implemented by a consortium made of FCG Sweden and Crown Agents Ltd)

Introduction

Governments worldwide have a tool for encouraging a large part of the private sector companies to change to more sustainable behavior. Still, many countries are not using it to the full extent. The tool is public procurement. Today, it is estimated that public procurement of goods, services, and works accounts for around 55% of the government's budget and that 50-60% of many of the private sector companies' turnover comes from business with the public sector. These figures indicate the leverage the Government of Uganda has to encourage the private sector companies to introduce sound sustainability thinking through its procurement sector while fulfilling its procurement needs with a sustainable approach.

Uganda's government has over the last five years shown a strong commitment to ensuring that the UN Sustainable Development Goals (SDGs) are being implemented in Uganda by introducing policies and legislations that support goals within the economic, social, and environmental development areas. For example, it is the government's plan to take action

to fully implement existing commitments and obligations in the context of climate change, environmental, and disaster risk reduction policies and programs to achieve gender equality and the empowerment of all women and girls, as well as the full and equal enjoyment of their human rights and fundamental freedoms without discrimination of any kind (UN Women Africa, October 2022). Another example is the establishment of a National Public Sector Procurement Policy in 2019 and the five-year National Sustainable Public Procurement Action Plan 2022-2026 as well as the establishment of an SPP Secretariat in September this year. Concerning ensuring workers earn a living wage, the Government of Uganda has set a minimum wage to be paid to workers both in the public and private sectors.

Despite the good intentions from the Government, not all of these steps towards social sustainability have been followed up on in the private sector organizations. The government has not been able to directly enforce compliance by the private companies to take steps towards becoming more sustainable, but with its SPP

policy, it is now possible to do so, for those companies wishing to win government contracts, by inserting sustainable objectives, requirements and award criteria in the procurement process and activities conducted by the public sector procuring entities.

Objective of the article

Where sustainable public procurement generally focuses on environmental protection, social responsibility, and economic prosperity, this article focuses on the social responsibility pillar alone. Its purpose is to provide examples of policies and practices for which the public sector through its procurement system can set requirements and criteria in its procurement activities, thereby being a motivator for the private sector to introduce social sustainability into these organizations.

Where there is no strict compliance for the private sector to adhere to certain social sustainability requirements, organizations are free to choose to abstain.

The paper will point to how the Ugandan public sector can introduce such social



requirements gradually so that its private sector supplier market can be granted time to change its work approaches.

Contextual perspective of the article

In 2015, the United Nations General Assembly introduced the Sustainable Development Goals (SDGs), and the UN and its partners in Uganda are working together towards achieving 17 interconnected and ambitious goals, which include goals for good health and well-being (SDG #3), gender equality (SDG #5), and decent work and economic growth (SDG #8). All are core objectives for obtaining social sustainability in the public and private sector, and the Government of Uganda has set sub-goals for these in its Vision 2040 and have introduced the National Public Sector Procurement Policy, (NPSPP)

2019, and an SPP Action Plan for integrating sustainability requirements in the public entities procurement function.

Uganda focuses its requirements for sustainable procurement on all three pillars of sustainability: economic, social, and the environmental development.



The social pillar of sustainability is an often overlooked area, where the economic and environmental pillars have received major interest, both by the public and private sector, and here there is a high focus on cost reduction

and climate-related topics.

This article focuses on the social sustainability objectives alone which encompass human rights and worker's occupational requirements with a view to ensuring improvement of the living conditions, health, safety, diversity, gender equality, work-life balance, as well as empowerment, hindering human slavery and trafficking and promoting social justice.

From the private sector perspective, social sustainability is about the value of ensuring that workers have what they need such as decent work, equitable pay, diversity, inclusion, and equality to provide a positive outcome for the companies. If well balanced, these factors will contribute to a reduction of stress in the workplace and create a positive bottom line for private companies.

Private sector companies engaging in social sustainability will experience that at the outset the tool clarifies the weaknesses and strengths of the company in relation to the workforce. A consistent focus will attract competent staff, workers, and sub-contractors.

If the public sector entities in the future persistently include more social sustainability requirements when awarding contracts, the private sector companies which comply will be the winners in the long run, together with the workforce.

Three definitions of social sustainability relating to stress and wellbeing

The following three definitions of social sustainability paint together a picture of how key equity, diversity, and well-being are to support thriving, sustainable communities. For example, organizations that respect the doctrine of equality and compliance with labor laws, allow their workers to organize themselves in labor unions. The contrary is true. Some of the advantages of working with labor unions are as below, which in turn contribute positively to the bottom-line profits of the organizations-

- Higher wages and better benefits than non-union positions, in the event of wage disputes;
- Smaller gender and race disparities in pay, due to collective bargaining power;

More job security and worker protections hence less staff turnover to the advantage of the organization

- Better access to retirement benefits and paid leave, which schemes enhance higher motivation and productivity.

1. Social sustainability occurs when formal and informal processes, systems, structures, and relationships actively support the capacity of current and future generations to create healthy and livable communities characterized by being equitable, and diverse and providing a good quality of life. (Source: WACOSS, Western Australia Council of Social Services)
2. Social sustainability is a process for creating sustainable successful workplaces that promote wellbeing, by understanding what people need from the places they live and work. (Source: Social Life, a UK-based social enterprise specializing in place-based innovation)
3. The ability to develop processes and structures that not only meet the needs of its current members but also support the ability of future generations to maintain a healthy community. (Source: Business Dictionary)

The literature on social sustainability includes many more definitions depending on the context in which the term is used.

Enabling policy and legal framework

This section presents examples of some of the Government of Uganda's initiatives already set and these are in the form of policies and legal frameworks for many of the areas for the introduction of social sustainability. The goal of the National Development Plan III (NDP III) 2020/21 - 2024/25 is "To Increase Household Incomes and Improve the Quality of Life of Ugandans". The goal will be pursued under the overall theme of Sustainable

Industrialization for inclusive growth, employment, and sustainable wealth creation. One of the key objectives of the Plan is to 'enhance the productivity and social wellbeing of the population'. The Employment Act, 2006 sets the objectives for workers' rights and with Uganda's National Employment Strategy (NES) (2023-2028) this has been strengthened through efficient labour market policies, quality vocational education and training for youth and adults, promoting social inclusion and cohesion. The NES refers to opportunities for work that is safe, productive, and delivers a meaningful income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom of expression and association, to organize and participate in the decision making and equality of opportunity and treatment for all women and men. The government's minimum wage policy is yet another initiative towards the implementation of the social sustainability agenda.

It is the Uganda Government's highest priority to improve the social and economic climate for all, including the unserved groups of the society. The PPDA Act, of 2003 provides for reservation schemes to promote among others the participation of local communities or local organizations. Under the Kampala Capital City Authority Kampala Institutional Development Project (KIIDP 2) infrastructure development areas, the women and youths residing within the project areas are given the opportunity to provide auxiliary services such as serving food to the workers in the contractors' camps.

The Equal Opportunities Commission Act, 2007 of Uganda has through a number of

initiatives aimed to increase social sustainability and a balanced workforce employed through initiatives such as eliminating discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability. Other initiatives aim to take affirmative action in favor of groups marginalized on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing the imbalances that exist against them.

Using the public procurement system as a tool to motivate compliance to social sustainability

It is worth noting that the Public Procurement and Disposal of Public Assets Authority (PPDA) already incorporated social protection, human rights, Occupational Health and Safety, and Health Administration (OSHA) standards for use in the design, construction, and operation of projects. Just as you can look at incorporating environmental sustainability into specifications and standard bidding documents, social sustainability can also be addressed. For example, due diligence can be made part of the post-evaluation process to ensure that the providers comply with national employment policies, child protection policies, etc., It may be that documentary evidence is requested as part of the evaluation criteria to prove the supplier's compliance with these requirements. Furthermore, as provided in the NPSPP, incorporating social sustainability in the public procurement process should lead to a change in the private sector in terms of embracing social

sustainability policies. This can be seen in the same way that incorporating environmental criteria into the public procurement of goods innovates suppliers into introducing more sustainable products.

Advantages for the private sector to adopt to social sustainability

Organizations often overlook the social dimension of sustainability in favor of economic and environmental issues. However, addressing economic and environmental concerns without first building social capital and prioritizing basic human needs can make a company fall short of its full positive potential.

Several business schools worldwide, including the Harvard Business School advocate that private sector companies should focus on the social sustainability of pure self-interest, as this will show a gain on the bottom line in the long-run. The model goes under the name the Triple Bottom Line (TBL) which is an accounting framework. In brief, this business concept states that firms should commit to measuring their social and environmental impact in addition to their financial performance rather than solely focusing on generating profit, or the standard "bottom line." TBL can be broken down into "three P's": profit, people, and the planet. Firms can use these categories to conceptualize their environmental responsibility and determine any negative social impacts to which they might be contributing.

From there, companies can integrate sustainable practices into every facet of their business operations including supply chains, business partners, and renewable energy usage to positively impact society and the environment in addition to turning a profit.

The TBL model focuses on three sustainability pillars: social, environmental, and financial adapted to evaluate and determine the performance of an organization, private or public. The three pillars interrelate to determine the organization's performance, but social sustainability being the least quantifiable part of the pillars, which makes it more difficult to measure the performance than is the case for the other two pillars. Though social sustainability is not easily quantifiable or measurable, the activities are often easier to identify than those of the other two sustainability pillars.

Risk mitigation through increased social sustainability focus

Private sector companies without a focus on social sustainability have been shown to be more likely to create inferior products or make costly mistakes that can harm their long-term economic growth. An example is when truck drivers are being forced to work long hours without rest. This may lead to an increased risk of being involved in costly accidents resulting in civilian casualties, destroyed goods, and lack of capability to fulfill the delivery contract.

Poor working conditions can contribute to difficulties in attracting qualified workers, accidents, stoppage of production, and unrest at the workplace. In return, this may lead to low-quality products or a lack of volume of products. The same goes for food producers, which ignore safety measures to protect public health.

Paying living wages enhances motivation and higher productivity from the workers if they are able to meet their family and other essential needs such as medical services. Prioritizing the well-being of workers is a

way forward to prevent supply chain disruptions and at the same time, the risks for low-quality products, low volume of production and sickness among the staff. Staff shortages will likely reduce when staff and workers are given proper training, a living wage, and safe working conditions.

What can organizations do?

The following are examples of simple actionable steps which private sector organizations in Uganda can consider when increasing their focus on social sustainability in their organizational practices.

Cultivate a healthy work-life balance

Giving workers ample time to cultivate a healthy family and social life in order to heighten morale and prevent burnout. Consider instituting half-day Fridays, encourage employees to take mental health days when needed, or make it an option to work remotely from home whenever possible. Post COVID-19 era has transformed the world's workplace culture. Companies need to think carefully about the value proposition associated with bringing employees back to the office compared to working remotely.

In most emerging economies, we are likely to see a trend where the focus will shift gradually from permanent and pensionable to out-put-based contracts. Caution, however, has to be exercised to ensure that the "new norm" remote work culture does not turn into a snare to the employees who aim at impressing their employers by delivering results (outputs) in the shortest time and creating for themselves a "large block" of free time for taking on another part-time contract elsewhere, for

economic benefit.

Donate to a social cause

Philanthropy might constitute donating money to a worthy social cause, but it can also consist of donating services or goods. For example, a business that sells shoes might consider donating one pair to an unhoused person for every pair sold. A business in the cleaning and garbage clearing services might consider cleaning a home of needy children or the elderly during the festive seasons at no cost to the family.

Emphasize the importance of health and safety

Safe working conditions should always take precedence over any other business imperative, especially a company's bottom line. Regularly inspect all equipment to ensure everything is in a safe condition, and consider upgrading when safer options become available. Use caution when evaluating safety protocols and create policies encouraging employees who feel sick to stay home. Not only do improper practices damage an organization's reputation and cost its customers, but dealing with a public relations disaster can divert valuable human and financial resources from the core business. No one wants to become an organization where a worker dies on the job through negligence or employees are forced to work in unsafe conditions. For instance, on the 7th of October this year, the Petroleum Authority of Uganda (PAU) halted drilling works at the King Fisher Development Area in the Hoima oil and gas region of Uganda following the death of a worker. Although the suspension was lifted a week later, this must have led to the loss of lead time, cost, and negative political implications (The East African newspaper October 14-Oct 20, 2023).

Give back to the local community

Seek out methods to create positive community engagement that allows the company to engage with its external stakeholders. These methods can involve using supplies from local businesses and building partnerships with them, creating a program that rewards your employees for volunteering, or reducing your company's environmental impact. Contribute in other ways to improve the lives of the people the company affects, such as by creating decent jobs, goods and services that help meet basic needs, and more inclusive value chains.

Partner with advocacy groups

Your organization can work with many general labor rights and advocacy groups to create a better work environment or improve specific issues. For instance, a business could work with a disability advocacy organization to make its workplace more accommodating for those with disabilities. The Youth Coalition for the SDGs created in 2019 in Uganda brings together more than 30 youth organizations to focus and share ideas on SDGs implementation and awareness. It is operated under the auspices of the SDG Secretariat with support from UN Coordinator's Office.

Partner with other businesses

Partnering with other businesses, pools strengths to make a greater positive impact. Typical examples to benchmark with in this case are, the New Vision Group, the mobile network operators, and the companies in the banking sector in Uganda have been good at teaming up for just causes such as the promotion of the government's or the kingdom's immunization programs. Another example of

interest in this case is through the Youth Coalition for the SDGs platform where ABSA Bank has come on board, to create a youth hub to facilitate the coordination and mobilization of the youth to play their role in achieving the SDGs and support youth-led SDG awareness activities.

Prioritize diverse hiring practices

A diverse staff is a key element of building a socially sustainable business. You can achieve this by setting diversity hiring goals, expanding your recruitment net to incorporate a more diverse talent pool, creating policies and employment opportunities appealing to diverse candidates, and using more inclusive language in job postings.

Prioritize employee rights

Establish initiatives to ensure that your business is not sacrificing employee rights in favor of economic growth. Guarantee your employees a living wage, equal pay for equal work, reasonable hours, paid sick leave and holidays, and other basic rights. For women employees who are expecting to deliver babies, provide for maternal and paternal leave for the spouses, in accordance with the policies and laws of the country.

Improve the quality of life

One of the core tenets of social sustainability involves improving the quality of life of employees, suppliers, vendors, contractors, and clients, which means advocating for access to quality physical and mental health benefits, affordable housing, job security, better education, and skill development.

Benefits of focusing on social sustainability

According to the UN Global Compact, aiming for social

sustainability can help businesses in a number of ways:

- Unlocking new markets
- Helping retain and attract business partners
- Becoming the source of innovation for new product or service lines
- Raising internal morale and employee engagement
- Improving risk management
- Improving company-community conflicts

What are the potential consequences of ignoring social sustainability in the workplace?

Not only do improper practices damage an organization's reputation and cost it customers, but dealing with a public relations disaster can divert valuable human and financial resources from the core business functions. If adequate measures are not put in place to guarantee the rights of the workers in the workplace, costly reputational damage can be caused to an organization. For example, should a company in the oil and gas sector neglect compliance with the health, environment, and safety standards which could potentially cause an oil spill or negligently permit employees to work in unsafe conditions, consequences can be devastating not only to the environment but also to human life.

Summary

Social sustainability in the workplace is as equally important as economic and environmental sustainability. The Government of Uganda is taking numerous initiatives on strategies for the implementation of the social sustainability agenda. This is to ensure that the UN Global Goals 2030, the objectives of

Vision 2040, and the NDP III as far as this pillar is concerned are achieved. The policies and legal frameworks initiated by the Government such as the National Employment Strategy (NES) (2023-2028), The Equal Opportunities Commission Act, 2007, the National Public Sector Procurement Policy, 2019, and the PPDA Act, 2003 are clear demonstration of the commitment by the government to ensure that social wellbeing of the population at large is enhanced. By participating in the Government's public procurement which embraces social sustainability, it directs the private sector to take a good look at the well-being of staff and subcontractors, ultimately by embracing staff well-being, the private sector may well find an increase in its profit bottom line.

Conclusion

Directly or indirectly, organizations affect what happens to employees, workers in the value chain, customers, and local communities, and it is imperative to manage impacts proactively. The quality of a company's relationships and engagement with its stakeholders is critical. (UN Global Contact). Leveraging the existing sustainable national policies, the PPDA and the procurement professionals should incorporate compliance to social sustainability into the procurement cycle whether it be in due diligence of a supplier, terms of reference for the obtaining of services, or evaluation criteria. Such a stance by public procurement professionals can then influence the private sector to comply and evolve with the social sustainability standards.

EMPOWERING THE PROCUREMENT PROFESSION:

Highlights from the 7th Annual Procurement Summit in Uganda



The group photo from the 7th Annual Procurement Summit 2023 features Honourable Nobert Mao, the Minister of Justice and Constitutional Affairs, positioned as the 10th individual from the left.

Introduction

The Institute of Procurement Professionals of Uganda organised the 7th Annual Procurement Summit at Hotel Africana on Friday 23rd June 2023, under the theme: "Professionalizing the Procurement Function". The Summit was graced by Honourable Nobert Mao, the Minister of Justice, and Constitutional Affairs as Guest of Honour. It was attended by participants from various Government of Uganda Procuring and Disposing Entities and others from private sector entities as presented in the table below:

- CFAO Motors (Platinum Sponsors)
- National Agriculture Research Organization (NARO)
- Kampala Capital City Authority (KCCA)
- Uganda National Examinations Board (UNEB)
- National House & Construction Company Ltd (NHCL)
- Uganda Retirement Benefits Regulatory Authority (URBRA)
- Muni University
- Centenary Bank
- Inspectorate of Government (IGG)
- Local Government Finance Commission
- Ministry of Tourism Wildlife and Antiquities
- Uganda National Bureau of Standards (UNBS)
- Uganda National Roads Authority (UNRA)
- Ministry of Lands, Housing & Urban Development
- National Population Council (NPC)
- Deposit Protection fund of Uganda (DPF)
- National Agricultural and Advisory services (NAADS)
- Kimera Tom (URC)
- Office of Prime Minister (OPM)
- Ministry of Finance Planning & Economic Development (MoFPED)
- Achire Grace
- Electricity Regulatory Authority (ERA)
- Law Development Centre (LDC)
- Higher Education Student Financing Board (HESFB)
- Post Bank Uganda Limited
- Bank of Uganda (BoU)
- PPDA Appeals Tribunal

- Ministry of Works & Transport -MELTEC
- Uganda Development Corporation (UDC) 5
- Uganda Electricity Generation Company (UEGCL)
- Competitiveness and Enterprise Development Project (CEDP)
- Uganda National Meteorological Authority (UNMA)
- Picfare Industries Ltd. (Silver Sponsors)
- Makerere University Business School (MUBS)
- Uganda Civil Aviation Authority (UCAA)
- Public Procurement & Disposal of Public Assets Authority (PPDA)
- Ojiambo Ronald
- Finn Church Aid (FCA)

Opening Remarks by the Chairperson IPPU Council

The chairperson welcomed all IPPU members present at the Summit, she thanked the guest of honour Hon. Nobert Mao, the Minister of Justice and Constitutional Affairs for accepting the Institute's Invitation to preside over the 7th annual Procurement Summit, she thanked the Director of Legal Department Ministry of Justice and Constitutional Affairs for coming to attend the Procurement Summit. She then thanked all keynote presenters for accepting to come and share knowledge on the various topics allocated to them. She thanked the moderators of panel discussions Mr. Patrick Kagaba and Ms. Gloria Tuhaise Wakooba for accepting the role allocated to them.

The Chairperson reiterated the importance of the theme of the 7th Procurement Summit "Professionalising the Procurement function" she further emphasized that Government spends a huge portion of public money on Public Procurement and there is need to have Public Procurement professionals properly regulated. She further explained that regulation is needed to ensure smooth work and enforcement of rules.

She requested the Guest of Honour to assist the Institute of Procurement professionals push for the approval of the Procurement Law. She indicated that, there was a difference between regulated and non-regulated professional associations and the latter's main problem was lack of ability to enforce its rules on members and IPPU was grappling with the same challenge. She requested the Guest of Honour to help the IPPU have the Institute of Supply Chain Procurement Management Bill 2022 approved because it has been at the Ministry of Justice for long. She promised to avail the Bill if necessary.

On behalf of the IPPU council, the chairperson thanked the MoFPED for the support accorded to IPPU ever since its inception. She thanked the PPDA for the support given to the IPPU, she introduced and thanked the IPPU Council members present at the summit, she thanked the IPPU Secretariat for organising the 7th Annual Procurement Summit. She thanked all the sponsors for the support rendered to the IPPU Secretariat while organising the Summit and requested that the partnership between the secretariat and sponsors should grow stronger.



The Chief Guest Honourable Nobert Mao, the Minister of Justice and Constitutional Affairs addresses the 7th Annual Procurement Summit 2023 participants

Opening of the 7th Annual Procurement Summit by the Guest of Honour: Honourable Nobert Mao, Minister of Justice and Constitutional Affairs.

Welcomed the PPDA board, Chairperson, and all members of the IPPU present at the 7th Summit. He indicated that his attendance was based on the fact that one of the Procurement Staff at the Ministry who is an IPPU Council Member requested him to come and officiate at the Summit. He Indicated that though he had another engagement at the LDC where he was invited to officiate at the LDC's Graduation Ceremony on the same day, he had to find time to come and open the 7th IPPU Procurement Summit.

He indicated that IPPU had survived infant mortality which leads to collapse of five-year-old organisations because it had existed for over 10 years. He further explained that by using the word infant mortality he did not mean the six killer diseases in Biology or in science but these was the most challenging period for infant organisations where poor leadership and disagreements would lead to their collapse within the first five years. The Guest of Honour therefore thanked the Chairperson and the IPPU Council for steering the organisation during this period.

On the draft Institute of Supply Chain and Procurement Management Bill 2022, that is gathering dust in his Ministry, he indicated that the IPPU Council needed to have informed him before he came for the 7th IPPU Summit because he would have presented an update on the progress. Nevertheless, he promised to follow it up and have it presented before other authorities for approval.

The Guest of Honour further explained that the Ministry of Justice and Constitutional Affairs was working to improve

efficiency in service delivery in the Ministry and that the public and Government Departments should expect to receive responses to the requests they submit to the Ministry of Justice and Constitutional Affairs within two weeks. He noted that some of the challenges that were causing delays were not for the Ministry, but those that are beyond their control.

Explained that his late Father once worked at the defunct Uganda Milling Company as a Purchasing Officer and that was the first time, he heard about the term Purchasing or Procurement. He went ahead and explained that he had an encounter with the Procurement Process when he was appointed Minister of Justice and Constitutional Affairs and his secretary needed to acquire a new refrigerator for his office. During this experience, he came across a new term called User Department. There was a lot of back and forth between his secretary and the Procurement team until he learnt that the secretary did not know the procurement process.

Appealed to the Procurement Professionals to educate their customers or the people that they serve on the procurement process because even Permanent Secretaries do not know the process or are not well conversant with the various stages in the procurement process. He said that during the procurement of a refrigerator for his office, he thought that it is something that one would go with petty cash and buy off shelf not knowing that it required a competitive process to ensure value for money and accountability.

The Guest of Honour advised that in order to minimise delays, procurement practitioners have to be agile because agility is the name of the game. He further explained that he is very cognisant of the fact that resources are scarce, but procurement practitioners must make trade-offs.

He emphasized the importance of the Procurement function. Drawing reference, to the bible, He explained that Noah's Ark and Jesus Christ feeding the 5000 as stated in the Book of Mark. He said that these two projects involved a lot of Logistics. He said that even explorers have to use Logistics. He said that Alexander the Great needed a system to supply his troops while in battle other than looting. The Romans placed their supplies in 30 miles distance to ensure continuity of supply.

He further explained that, during peace negotiations with the LRA which he attended, he noted that even the LRA had a Procurement Officer the only difference was that he did not issue Purchase Orders. The Battle of Waterloo was lost due to Procurement related problems, Adolf Hitler failed in his attempt to conquer Russia because of Procurement.

The Government of Uganda values Procurement but there was a problem with lack of professionalism. He reported that China is growing very fast because of its easy procurement policy. There is need for increased efficiency in Public Procurement. Ranking of suppliers and keeping a record of good and bad suppliers is necessary. There is a poor record about procurement professionals due to delays. Speed is the name of the game.

The Guest of Honour promised to lobby for training opportunities for Procurement Officers from Diplomatic Missions. On dealing with conflict of influence. The minister explained that it was the role of Procurement Practitioners to protect politicians from influence peddlers. Even the



Mr. Lawrence Semakula, the Accountant General, delivers the keynote address at the 7th Annual Procurement Summit 2023.

President of the Republic of Uganda has very many people who pretend to be procurement officers around him and there was need for procurement practitioners to protect their territory.

He gave an example where an influence peddler had procured a hospital to host the Headquarters of the Electoral Commission and he rejected the move. According to him informal procurement officers include retired military officers, relatives of powerful politicians and army generals to name a few. But the role of procurement is critical in the fight against corruption.

The Guest of Honour explained that integrity does not mean moving with rosaries, bibles, but it means doing what is right instead of what is convenient. He warned the professionals to be prepared because procurement decisions will be challenged in court but there is need for the practitioners to do the right thing and stand their ground. He also promised that procurement related matters will be given priority in courts of law. The procurement professionals will be threatened, taken for lunch, dinner etc but they should ensure that they are very professional in what they do he advised the professionals to do the right thing but not what is convenient.

Professional landscape: the Guest of Honour explained that the area of Procurement has got very many opportunities, one can become a procurement analyst who gives information about the best suppliers, procurement consultant, procurement practitioner, procurement researcher among others. The procurement practitioners should tell suppliers that they are in competition with the whole world and they will not be given business if they do not meet all the requirements.

On remuneration of Procurement Professionals, he



A panel discussion at the 7th Annual Procurement Summit 2023.

indicated that the procurement professionals who work with Government are under paid, and they need a pay increase.

He advised that, the IPPU or PPDA needs to carry out sensitisation of all Government Departments like IGG, Public Accounts Committee and all Parliamentary Committees to avoid or reduce headlines. There is need to prepare the audience for the inconvenience that the procurement process brings. There was also need to sensitise in order to instil trust among stakeholders.

On the cost of Government Procurement, the guest of honour advised that procurement should help bring down the cost of Government Procurement. The procurement cadre should constantly ask himself the question that if I was procuring for myself, would I pay the same price? He further advised the procurement practitioners in Government to resist the pressure of people or Government officials who want Government to finance their expensive lifestyle because Uganda is a developing country that has limited resources. He cautioned procurement officers to avoid falling prey to overzealous or ambitious supplier who promise to supply fancy items but end up delivering nothing.

On air tickets for Government officials, he advised that procurement officers should avoid long haul routes where someone is supposed to travel to South Africa but prefers to use Air France because they have private business in Europe. He advised that procurement officers should not be afraid of making proposals to decision makers because it helps to save Government money.

On disposal of old Government vehicles in garages or compounds of Government entities he advised the procurement practitioners to learn to dispose off old government motor vehicles. He noted that the easiest way of identifying a Local Government in the countryside was by the number of old motor vehicles parked in the compound. This paints a bad image to the procurement function and there was need to work hard and restore trust.

Due to consequences of LGBTQ, procurement cadres and

all Ugandans need to tighten their belts and save money. 'There is need to save money to develop our country'. Our youth need houses for example Uganda Police. He advised that there was need for timely delivery of works, goods and services procured and the use of creative innovation in the procurement process.

The Guest of Honour said he never wanted to make a formal speech in his opening remarks, but he wanted to highlight itchy areas or pain points.

Professionalising the Procurement Function:

*A Keynote address by Mr. Lawrence Semakula;
Accountant General.*

He opened his remarks by apologising for not attending the previous IPPU Procurement Summits. He thanked the IPPU Council for organising the 7th IPPU Procurement Summit and all the procurement practitioners for attending the summit. He explained that COVID 19 effects caused severe supply chain disruptions which brought about price increases and resulted in high levels of corruption in Procurement.

He emphasized the importance of the 7th IPPU Procurement Summit because Procurement is not only a function but a function that is professionally manned to deliver value and to save money. According to him OECD estimates that about 13 -20% of Government spending passes through procurement and for the case of Uganda and other East African countries, 60% of Government expenditure is through Procurement. He explained that of all Government functions, procurement is the most susceptible to fraud and quoting the IGG's report of 2019, he said that, an estimated 614 billion Uganda shillings was lost in the year 2019 alone which translates to 2% of Government spend in the year 2019.

He explained that professionalising procurement creates a sense of belonging and that the public has a very bad perception about procurement and this calls for the urgent

need for procurement professionals to redeem their image, save their name and the procurement profession.

He explained the opportunities that surround the procurement profession and referred to the procurement policy that was approved in 2019 as being very good for procurement professionals or practitioners. The role out of the Government electronic procurement which is popularly known as Gov e-procurement (EGP) is another blessing because it helps bring about transparency in the procurement process. He noted that the public is very happy because the introduction of electronic government procurement system will bring about transparency in the procurement system. He also informed the summit that Government is committed to capacity building of procurement professionals.

The Accountant General mentioned some challenges that affect the work of procurement professionals as being unethical behaviour and practices of procurement professionals, inadequate funding and poor remuneration of procurement practitioners. He explained that poor pay was a challenge and there is need for training and continuous professional development.

The Accountant General thanked everyone present for making time to attend the 7th IPPU Summit.

Legal aspects in effective management of the procurement and supply chain function.

*A Keynote presentation by Mr. John Bosco T. Suuza;
Director Legal Advisory Services Ministry of Justice and Constitutional Affairs.*

He thanked the IPPU secretariat for the invitation to attend the 7th Procurement Summit. He said that when the reforms in the public procurement sector were introduced in 2003, he was around, and he was an adult.

On the role of the office of the Attorney General; explained that the involvement of the Ministry of Justice and Constitutional Affairs in procurement is constitutional because Article 119 clause 5 of the constitution says no contract that has government interest can be concluded without clearance by the Attorney General. He further said that contracting was a very serious matter because money can be lost if contracting is not properly handled especially if the legal matters of contract are not well handled. Therefore, it is important to seek for Solicitor General's guidance, opinion and clearance in order to avoid loss, conflict. A good contract serves as a good record to commitment between the contracting parties to have a complete record of mandatory approvals on file and for compliance purposes.

In the process of review of contracts submitted to the Solicitor General's office, the legal team checks a contract to ensure that it is lawful, capable of enforcement, has the necessary safeguards in case you want to opt out with remedies, and it is in compliance with the laws of Uganda. In 1999, the Attorney General issued an exemption of all contracts below UGX.50,000,000 shillings from being cleared by his office and in 2014, this exemption was reviewed to include only contracts above 200 million shillings. The office of the Attorney General does not clear contracts, but it gives legal advice.

He explained that Legal advice cannot be given or provided immediately like the immigration officer does offer you

instant permission to travel when you are travelling to a destination. But it is a result of a study for one is liable for the legal advice he or she gives. When the Attorney General gives an objection or raises a question to a contract and you proceeded to sign, it has legal consequences. Questions have been raised as to when should an entity seek for the Attorney General's legal advice should it be before or after contract signature? My response is, legal advice should be sought before contract signature but after contract award.

He further said that Attorney General's advice should be sought in the following circumstances: before contract signing after contract award, before amending or extending a contract and before contract termination.

He clarified that in November 2022, the office of the Attorney General released a circular to all entities which contained a check list of all documents that are needed for a contract to be cleared.

The intention was not to create a lot of paperwork for the entities but to ensure that there is clarity on what to provide and to ensure efficiency. However, despite having issued the referenced circular, they still receive contracts without some requirements that were articulated in the circular. He explained that the Office of the Solicitor General asks for a BEB to confirm that the method of procurement used is the right one, proof of availability of funds, Joint Venture Agreements, to ensure that liability is properly allocated, a no objection letter from the Ministry of Finance in case the procurement is for purchase of motor vehicles, Contracts Committee approval and Contracts Committee signed minutes. Requested all entities to make complete submissions for clearance of contracts such that the process is smooth.

Explained that for contract amendment, the following documents are needed; a copy of the original contract, signed Contracts Committee minutes, no objection from donors or availability of funds where applicable and justification of the amendment including whether the amendment is lawful.

On price variations, remarked that donor funded contracts where entities have been amending such contracts up to 150% of the original contract price. Where there is a conflict between the financing agreement with the law, the financing agreement will prevail. The law says that you can't amend a contract by more than 15% and there was need to ensure observance of all procurement procedures; some entities submit files requesting for clearance to sign contracts before all necessary approvals have been secured reasoning that the financial year is approaching to a close such contracts that are signed without following all steps of the procuring process can be null and void or unlawful.

On EGP, commented that their office wants to contribute to the process of designing the EGP system such that the system has an option of requesting for Solicitor General's approval because theirs is legal advice but not just an approval. A system which is designed to make it easy to click on a computer makes it difficult for the office of the Attorney General to do its work. The system, does not allow them to discuss, exchange views and engage because in legal matters, you must discuss which the current EGP system does not allow or provide for. Requested entities to submit documents to the office of the Solicitor General after a file is completed on EGP.

What affects the Attorney General's ability to deliver on time explained the major causes of delays as being incomplete submissions, rush submissions where a file is submitted today, and the legal advice is needed tomorrow.

Regarding the false allegations that his officers ask for between 2-3 million facilitation to clear files. Cautioned procurement officers for peddling this false allegation about his officers. Stated that Procurement officers should not get money from bidders and lie that it's the Solicitor General's office that needs it. He also asked entities to report all officers from Solicitor General's office who ask for bribes to their supervisors for disciplinary action.Appealed to the procurement fraternity to work together with the SG and AG's office because their roles are intertwined.

The Role of recruitment and selection in professionalising the procurement function;

A Keynote presentation by Professor Moses Muhwezi Deputy Principal Makerere University Business School (MUBS).

Thanked the IPPU for giving him the opportunity to deliver a keynote address at the 7TH Annual procurement summit. Advised procurement professionals to improve the levels of efficiency in their work by adopt the six-sigma approach which requires that you make three (3) errors in one million transactions. This he said would improve efficiency and make work move faster as opposed to spending a lot of time correcting mistakes.

It is time to use best practice not the absolute procurement law because the law makes people stunted. United Kingdom and the European Union have moved out of being fixed on the procurement law but the procurement professionals are creative within the confines of the procurement law.

Encouraged the procurement professionals to study and read a lot to further their knowledge on procurement and to acquire skills and knowledge from other fields. If possible, procurement practitioners should acquire skills in Monitoring and Evaluation and they should acquire PhD's and be very good at what they do because in ten years, Uganda will get out of being stack with the Procurement law and focus on best practice. Noted that there is nothing that happens in practice without theory and different circumstances require or call for the use of different procurement methods.

Defined a procurement professional as a person who is honest, of high integrity, one who conducts himself in an ethical manner, is well equipped with proper organisational skills with the ability to retrieve information in a few seconds when needed, is able to work as part of a team, has knowledge of bin counting skills, has interpersonal and people skills, has monitoring and evaluation skills, is accountable at all times makes a mistake, admits or owns it and recovers from it, is up dated with current affairs and the global economy, knows the law by head, carried out research, the one who possess secular knowledge of maths and English, has knowledge on life for example knowledge about life like what is life, what is moral and what is not moral, does God exist people need to challenge themselves such that their minds remain sharp.

On professional knowledge, cautioned the participants that if one does not know 50% facts about something, then they should not talk or discuss about such a topic because they

will be mis guiding their audience and as such people should not be satisfied with the knowledge that they have but they should continue to search for more knowledge.

On recruitment remarked that top notch organisations make recruitment rank as one of the top three priorities. Organisations should recruit candidates with the right skills, knowledge and cultural fit and this requires serious attention during g the recruitment process.

Procurement professionals should be ready to embrace change including changing their profession. Procurement is not a revolution because revolutions are short lived. However, procurement is an evolution so changes will keep on occurring and the procurement professionals should be ready to embrace those changes.

He requested all people who were in attendance to always read more in order to grow their knowledge. He added that professionalism has to do with how you or one conducts yourself and ethics but not the is use of skill knowledge and authority.

Closing Remarks:

By Dr. Isaac Kyaligonza Commissioner Procurement Policy and Management Department, Ministry of Finance Planning and Economic Development.

Thanked the organizing committee for successfully organising the 7th IPPU Annual Procurement Summit. Thanked the guest of honour, Executive Director PPDA, Chairperson and members of the IPPU Council, practitioners and sponsors for attending the summit.

Requested the organising committee to be mindful on the timing of the summit given that the 7th IPPU Summit was held towards the close of the financial year. Also asked the committee to benchmark the Kenya Institute of Supply Management (KISM) on the number of days that the summit should take because a day is not enough for members to discuss procurement related matters. Requested the IPPU council to embark on a massive drive to recruit new members to the IPPU as to boost numbers which currently stands at 1,000 of which only 23% are paid up. Blamed the low number of paid-up members which stands at 23% to the lack of an enabling law to enforce payment of annual subscriptions. Thanked the organising committee for the good choice of panellists who discussed issues at their summit.

Provided an update on the Procurement and Supply Chain Institute of Uganda's meeting that is scheduled for July 5, 2023 at the first parliamentary council where members of the core team would meet to deliberate on the way forward 'we cannot have a professional's body or institute that was incorporated in 2008 and is limited by guarantee. The Kenyan procurement professionals have changed the name of their professional body but by using an act of parliament we Ugandans should not be left behind".

Pledged total support for the quest to professionalise the procurement and supply chain cadre by establishing a body for procurement and supply chain professionals. Encouraged all members to associate with the procurement and supply chain management body.

To him, professionalisation means accountability, autonomy, integrity, knowledge. Thanked all people who attended the summit for braving the long day.



By **Sheena kabalihira**
Communications Specialist

COPING WITH STRESS AT WORK

Working hard should not be confused with overworking at the expense of relationships and physical health.

Everyone who has ever held a job has, at some point, felt the pressure of work-related stress. Any job can have stressful elements, even if you love what you do. In the short term, you may experience pressure to meet a deadline or to fulfill a challenging obligation. But when work stress becomes chronic, it can be overwhelming—and harmful to both physical and emotional health.

Unfortunately, such long-term stress is all too common. Some surveys have consistently found that work is cited as a significant source of stress. You can't always avoid the tensions that occur on the job. Yet you can

take steps to manage work-related stress.

Common sources of work stress

Certain factors tend to go hand-in-hand with work-related stress. Some common workplace stressors are:

- Low salaries
- Excessive workloads
- Few opportunities for growth or advancement
- Work that isn't engaging or challenging
- Lack of social support
- Not having enough control over job-related decisions
- Conflicting demands or unclear performance expectations

Effects of uncontrolled stress

Work-related stress doesn't just disappear when you head home for the day. When stress persists, it can take a toll on your health and well-being.

A stressful work environment can contribute to problems such as headaches, stomachache, sleep disturbances, short temper, and difficulty concentrating. Chronic stress can result in anxiety, insomnia, high blood pressure, and a weakened immune system. It can also contribute to health conditions such as depression, obesity, and heart disease. Compounding the problem, people who experience excessive stress often deal with it in unhealthy ways, such as overeating, eating unhealthy foods, smoking cigarettes, or abusing drugs and alcohol.

Taking steps to manage stress

- Track your stressors. Keep a journal for a week or two to identify which situations create the most stress and how you respond to them. Record your thoughts, feelings, and information about the environment, including the people and circumstances involved, the physical setting, and how you reacted. Did you raise your voice? Get a snack from the vending machine? Go for a walk? Taking notes can help you find patterns among your stressors and your reactions to them.
- Develop healthy responses. Instead of attempting to fight stress with fast food or alcohol, do your best to make healthy choices when you feel the tension rising. Exercise is a great stress-buster. Yoga can be an excellent choice, but any form of physical activity is beneficial. Also, make time for hobbies and favorite activities. Whether it's reading a novel, going to concerts, or playing games with your family, make sure to set aside time for the things that please you. Getting enough good-quality sleep is also important for effective stress management. Build healthy sleep habits by limiting your caffeine intake late in the day and minimizing stimulating activities, such as computer and television use, at night.
- Establish boundaries. In today's digital world, it's easy to feel pressure to be available 24 hours a day. Establish some work-life boundaries for yourself. That might mean making a rule not to check email from home in the evening, or not answering the phone during

dinner. Although people have different preferences when it comes to how much they blend their work and home life, creating some clear boundaries between these realms can reduce the potential for work-life conflict and the stress that goes with it.

- Take time to recharge. To avoid the negative effects of chronic stress and burnout, we need time to replenish and return to our pre-stress level of functioning. This recovery process requires "switching off" from work by having periods of time when you are neither engaging in work-related activities nor thinking about work. That's why it's critical that you disconnect from time to time, in a way that fits your needs and preferences. Don't let your vacation days go to waste. When possible, take time off to relax and unwind, so you come back to work feeling reinvigorated and ready to perform at your best. When you're not able to take time off, get a quick boost by turning off your smartphone and focusing your attention on nonwork activities for a while.
- Learn how to relax. Techniques such as meditation, deep breathing exercises, and mindfulness (a state in which you actively observe present experiences and thoughts without judging them) can help melt away stress. Start by taking a few minutes each day to focus on a simple activity like breathing, walking, or enjoying a meal. The skill of being able to focus purposefully on a single activity without distraction will get stronger with practice and you'll find that you can apply it to many different aspects of your life.

- Talk to your supervisor. Employee health has been linked to productivity at work, so your boss has an incentive to create a work environment that promotes employee well-being. Start by having an open conversation with your supervisor. The purpose of this isn't to lay out a list of complaints, but rather to come up with an effective plan for managing the stressors you've identified, so you can perform at your best on the job. While some parts of the plan may be designed to help you improve your skills in areas such as time management, other elements might include identifying employer-sponsored wellness resources you can tap into, clarifying what's expected of you, getting necessary resources or support from colleagues, enriching your job to include more challenging or meaningful tasks, or making changes to your physical workspace to make it more comfortable and reduce strain.
- Get some support. Accepting help from trusted friends and family members can improve your ability to manage stress. Your employer may also have stress management resources available through an employee assistance program, including online information, available counseling, and referral to mental health professionals if needed. If you continue to feel overwhelmed by work stress, you may want to talk to a psychologist, who can help you better manage stress and change unhealthy behavior.

FIGHT STRESS WITH HEALTHY HABITS



1. Slow down.

Plan ahead and allow enough time to get the most important things done without having to rush.

2. Snooze more.

Try to get seven to nine hours of sleep each night. To fight insomnia, add mindfulness and activity.

3. Let worry go.

The world won't end if a few things fall off of your plate. Give yourself a break and just breathe.

4. Laugh it up.

Laughter makes us feel good. Don't be afraid to laugh out loud, even when you're alone.

5. Get connected.

A daily dose of friendship is great medicine. Make time to call friends or family so you can catch up.

6. Get organized.

Use "to do" lists to help you focus on your most important tasks and take big projects one step at a time.

7. Practice giving back.

Volunteer your time or spend time helping out a friend. Helping others helps you.

8. Be active every day.

Exercise can relieve mental and physical tension. Find something you think is fun and stick with it.

9. Give up the bad habits.

Too much alcohol, tobacco or caffeine can increase blood pressure. Cut back or quit to decrease anxiety.

10. Lean into things you can change.

Make time to learn a new skill, work toward a goal, or to love and help others.

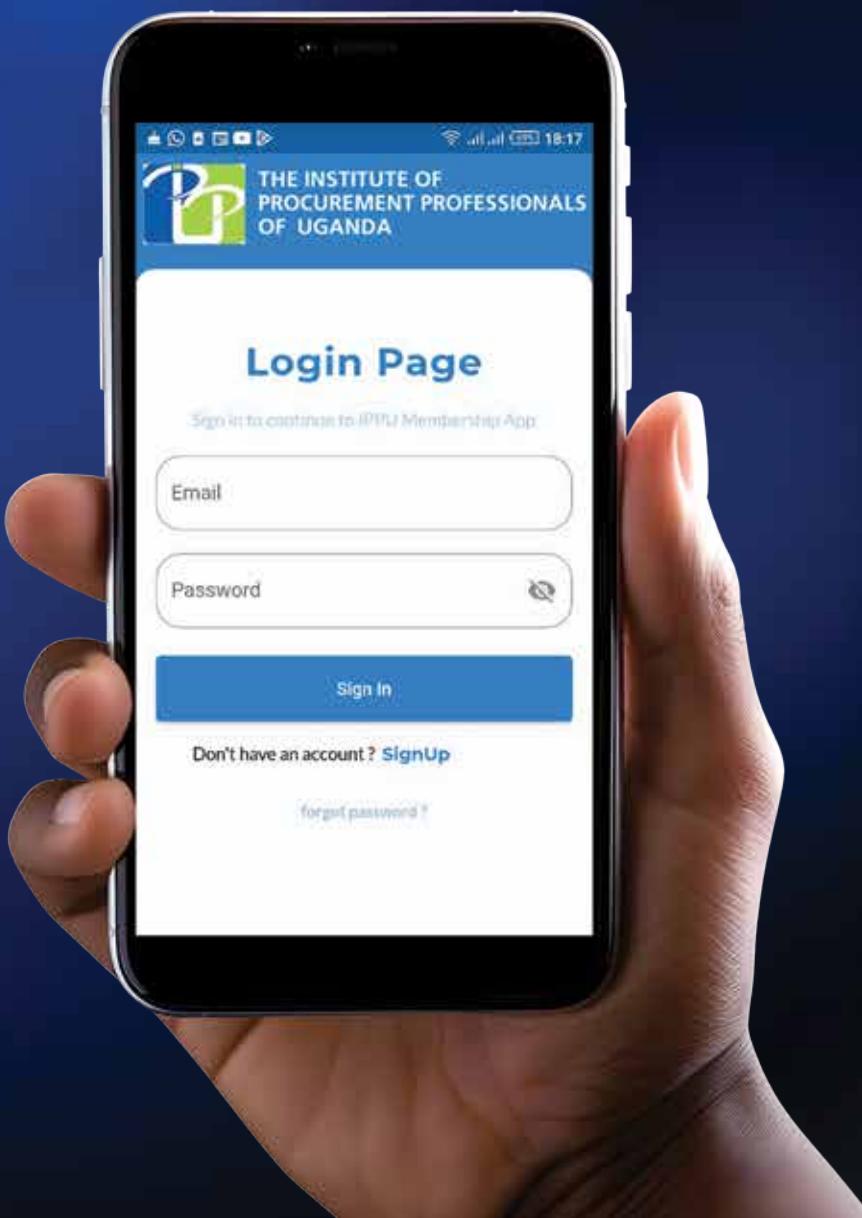


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ANNUAL MAGAZINE PICTORIAL



Left, Guest of Honour Benson Turamye Executive Director PPDA arrives for the IPPU Annual Dinner 2022 at Hotel Africana Kampala



Representatives from Kyambogo University attending the 10th IPPU Annual Dinner 2022 at Hotel Africana.



Representatives from KCCA attending the 10th IPPU Annual Dinner 2022 at Hotel Africana.



The Key note Speaker Dr Dr. Kasenene of Wellness Clinic addressing members at the 10th IPPU Annual Dinner in 2022



The IPPU Executive Secretary Mr. David N. Kalitani Welcoming the guests at the 10th IPPU Annual Dinner in 2022



MAC East Africa Ltd representatives receiving a certificate of appreciation



Mr. Jibril Kinyiri (left) received a CPD award certificate from the Guest of Honour, Mr. Benson Turamye



Mr. Leevan Rutaraka (left) received a CPD award certificate from the Guest of Honour, Mr. Benson Turamye



Representatives from PPDA attending the 10th IPPU Annual Dinner 2022 at Hotel Africana.



A guest at the 10th IPPU Annual Dinner 2022 at Hotel Africana viewing the Wellness Clinic App



Guests sharing a light moment at the 10th IPPU Annual Dinner 2022 at Hotel Africana.



Guest of Honour Benson Turamye Executive Director PPDA have a light moment with guests the 10th IPPU Annual Dinner 2022 at Hotel Africana.



IPPU Council members at the 10th IPPU Annual Dinner 2022 at Hotel Africana.



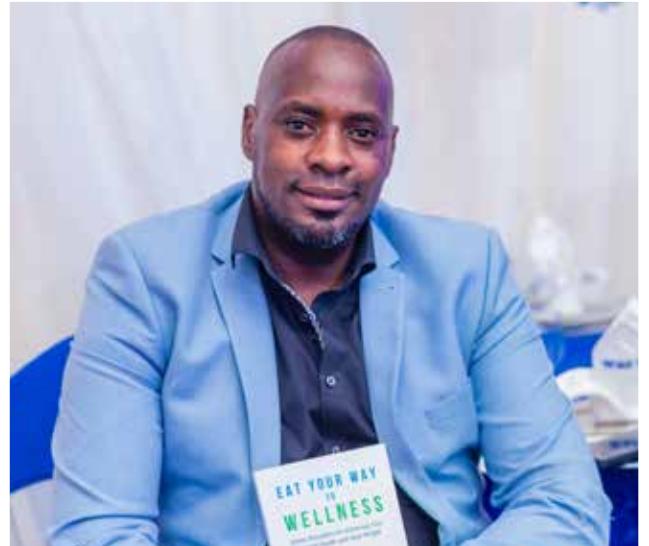
Sponsors of the 10th IPPU Annual Dinner 2022 take a group photo with the Guest of Honour



An aerial view of the 10th IPPU Annual Dinner 2022 at Hotel Africana.



Left the IPPU Administrator Mr. Julius Rutatina and right the IPPU Accounts Officer Stanley Nuwagaba at the 10th IPPU Annual Dinner 2022



The MC of the 10th IPPU Annual Dinner 2022 received a copy of "Eat your way to Wellness"



The band played for the guests the 10th IPPU Annual Dinner 2022



Stakeholder engagement on the Guideline on Preference and Reservation by PPDA 2023



Participants of Stakeholder engagement on the Guideline on Preference and Reservation by PPDA 2023



IPPU MEMBERSHIP LIST AS PER 30TH OCTOBER 2023

NAME	NO	CATEGORY	CPD HRS	
CORPORATE MEMBERS				
Bank of Uganda	0005	Corporate		
The Deposit Protection Fund Of Uganda(DPF)	0007	Corporate		
Petroleum Authority of Uganda	0002	Corporate		
Parliament of Uganda	0006	Corporate		
Hotel La Vena (U) Limited	0009	Corporate		
AFFILIATE MEMBERS				
Stella Nabwire				
Yusuf Mudhasi	00832	Affiliate		
John Omeke Ongimu	01272	Affiliate		
Kayemba Fred	New	Affiliate		
Mercy Catherine Tusiime		Affiliate		
Nyonjo Moses Kibalika	00020	Affiliate		
CERTIFIED PROCUREMENT PRACTITIONERS(CPP) MEMBERS				
Abiah Atuhairwe	00696	CPP		
Abraham Nkata	00147	CPP		
Adonyo Patrick Okello	00023	CPP	20	
Aggrey Akampa	01702	CPP		
Ainesaasi Catherine	00168	CPP		
Alex Odwong	01438	CPP		
Aly Yahya Sekitoleko	01056	CPP	20	
Aminah Ssanyu	00910	CPP	20	
Apiso Sharon Emasu	01673	CPP		
Apophia Kanyange	00579	CPP		
Arinda Collins	00665	CPP		
Asiimwe Catherine Olum	00700	CPP		
Atukwatse Brendah	01624	CPP		
Bash Nelson Byarugaba	00821	CPP		
Biganja Charles	00214	CPP	20	
Blea Kambeho	00898	CPP		
Brian Kayondo	00569	CPP		
Bwire Geofrey	01678	CPP		
Byamukama Kenneth	00676	CPP		
Caleb Tusiimire	00290	CPP		
Caleb Tusiimire	00290	CPP		
Caroline Nankabirwa	00970	CPP	20	
Chris Muganda Byaruhanga	00397	CPP		
Claire Lwasa Nakawesi	00829	CPP		
Claire Nandugga	01582	CPP		
Daniel Olero	01385	CPP		
David Kiyingi Nyimbwa	00003	CPP		
Edhengo Robert Mpala	00654	CPP		
Egidius Karuhanga	00513	CPP		
Epaye Robert	00179	CPP		
Esereda M Bakisula	00956	CPP		
Eunice Katto Kabibi	00991	CPP		
Evelyne Namutebi Claire	01235	CPP		
Frank Waiswa Laban	01354	CPP		
Friaday Christopher	01668	CPP		
Gillian Amongin Okello	00143	CPP		
Gloria Nakamya	01073	CPP		
Gloria Tuhaise Wakooba	00919	CPP		
Godfrey Erukwaine	00140	CPP	20	
Hellen Tibaidha	01099	CPP		
Hellen Tumuhibise	01017	CPP	20	
Henry Njuba	00014	CPP		
Immaculate Asiimwe	00043	CPP		
Immalingat Agnes	01625	CPP		
Innocent Muhwezi	01185	CPP		
Irene Kalemba	01435	CPP	40	
Issac Kyaligonza	00007	CPP		
James Kisira	00903	CPP		
James Oceen Okwii	00826	CPP		
Jane Nabaweesi	00900	CPP		
Joan Tindimwebwa	00687	CPP		
Josephine Balikuddembe	00828	CPP		
Judith Kankindi Gatare	01100	CPP		
Jullian Nabaasa	00479	CPP		
Jumba Eric Daniel	01633	CPP		
Justin Bimanywa	00558	CPP		
Justine Namara	00521	CPP		
Kaganzi Annet Julian	00100	CPP		
Kajara Janet	01689	CPP		
Kalubanga Matthew	00578	CPP		
Kalumba Paul	00274	CPP		
Kamuzizi Elex	01324	CPP		
Karibwije Chrissy	00157	CPP		
Khaukha Sarah	00178	CPP		

Kyaligonza Nicholas	01635	CPP	
Lassu Patrick	00172	CPP	
Lawrence Ronnie Male	00822	CPP	
Levi Bategeka Kabagambe	00065	CPP	20
Lillian Kabasesera	00824	CPP	
Louise Sandra Tusiime	00980	CPP	
Loy Kyomuhendo	01469	CPP	
Lwanga Ponsiano	01675	CPP	
Mack Opowo	00055	CPP	
Magala Jacob Were	00241	CPP	
Margaret Basemera Kaberege	00022	CPP	
Marion Namara	00862	CPP	20
Mark Arinaitwe Mugisha	00846	CPP	
Martin Byamukama	00675	CPP	
Matovu Godfrey	00011	CPP	
Michael Owena	00831	CPP	
Micheal Mabweijano	00938	CPP	
Miria Nyangoma	00447	CPP	
Mugabe Frank Mukulu	01244	CPP	
Muhangizi Obadiah	00850	CPP	
Mujuni Elisa	01615	CPP	
Musoke Rita	00810	CPP	
Mutabazi Daisy	01659	CPP	
Muyimbwa Christopher	01679	CPP	
Naloda Patrick	00386	CPP	
Nambo Rhona Kamukama	000205	CPP	
Nanfuka Jackline Mawejje	01646	CPP	
Nantaayi Brenda Stella	01652	CPP	
Nanyumba John Fred	00210	CPP	
Nightingale Kasumba	00847	CPP	
Nkwasibwe Betty Amboye	00673	CPP	
Nuruh Nakayiza	01284	CPP	
Nuwagira Crescent	01619	CPP	
Nyangoma Yerusa	00301	CPP	
Ofamba Peter	00605	CPP	
Okalang Sam	00346	CPP	
Okimat Anthony Opolot	00195	CPP	
Paddy Grace Wanzala	00892	CPP	60
Paddy Ssekitto	01127	CPP	20
Patrick Odida	00166	CPP	
Patrick Omonyi Okema	00253	CPP	
Patrick Yaqub Okau	01371	CPP	
Pauline Nakitende Mutyaba	01234	CPP	
Pelly Rutamwebwa Mugasi	00820	CPP	20
Phoebe Kenyonyozi	00362	CPP	
Rabecca Namara		CPP	
Resty Namugenyi	01288	CPP	
Robert Maganda	New	CPP	20

Robert Musana	00331	CPP	
Robert Ochilaje	01075	CPP	
Rodgers Tumwine	00510	CPP	
Roselyne Mbabazi Tusiime	00978	CPP	20
Ruth Sabiti Kande	00052	CPP	
Rwamahe Emmy	00566	CPP	
Sagyiri Paul	01653	CPP	
Sarah Namuwaya	01540	CPP	
Sempagama Godfrey	01671	CPP	
Sharon Chelangat	01134	CPP	
Sharon Ntate Kyolaba	00875	CPP	
Simon Nabyama	00993	CPP	
Siraje Mbuga	01318	CPP	
Specioza Mukazi	01031	CPP	20
Stanley Ahabwe	00201	CPP	20
Stephen Ariko Alongu	00907	CPP	
Stephen Kulu	01587	CPP	
Susan Akanyetaba	00571	CPP	
Susan Kamazima	00393	CPP	20
Suzan Kamoga Njenga	00314	CPP	
Sylvia Nekesa	00633	CPP	20
Tugumisirize Zepher	00618	CPP	
Tuhairwe Dinavence	00602	CPP	
Tumwebaze Killion	00402	CPP	
Tusiime Denise Mutambi	00381	CPP	
Twinamatsiko Ambrose	00632	CPP	
Wangalwa Moses	00221	CPP	20
Akugizibwe Christine	00671	CPP	40
Emily Mbabazi	00334	CPP	40
Alfred Mungungeo	00058	CPP	40
Zikusooka Jean	01140	CPP	
GRADUATE MEMBERS			
Abudallah Zabasajja	01443	Graduate	
Agnes Kyasiimire	01632	Graduate	
Ahmed Amina Mohamed	01612	Graduate	
Aidah Nakirunda	01589	Graduate	
Ajaba Chaka Mary	00692	Graduate	
Akullu Lydia	01627	Graduate	
Akullu Lydia	01634	Graduate	
Amolu Augustine	00699	Graduate	20
Andrew Ssebalu	01465	Graduate	
Apio Esther	New	Graduate	
Asia Namusoke Sebidde	01575	Graduate	
Atugonza Judith	01677	Graduate	
Atuhaire May	01341	Graduate	
Atyero Pamela	01607	Graduate	
Ayo Innocent	01620	Graduate	
Babaranda Rogers	01676	Graduate	
Babrah Kamukama	01454	Graduate	

Bamusiime Banabasi	01693	Graduate		Kamusiime Daphine Ciddy	New	Graduate	
Basemera Lucy	01621	Graduate		Kanyesigye Bridget	00027	Graduate	
Bashir Zziwa	01692	Graduate	40	Kavuma Henry	01644	Graduate	20
Beatrice Unity	01455	Graduate		Kenneth Kawuki	01397	Graduate	20
Benard Juma Osula	01567	Graduate		Kibuuka Charles	01602	Graduate	
Betty Ochwo	01630	Graduate		Kiiza Fionah	01696	Graduate	
Bwoch Lorraine Attocon	01703	Graduate	40	Kizito Mugerwa	00529	Graduate	20
Carol Atuhire	01183	Graduate		Kwatta Simon	01105	Graduate	
Charles Nsamba	01204	Graduate		Leyla Kyobutungi	01593	Graduate	
Christopher Kaweekwa	01599	Graduate	20	Lilian Kiconco	01571	Graduate	
Clive Kamisho	01273	Graduate		Lillian Bamulange	00888	Graduate	
Dan Kiiza		Graduate		Lillian Namutebi	New	Graduate	
Davis Jjunju Lennons	01598	Graduate	20	Margaret Ziribagwa Maria	00468	Graduate	
Denis Mubogwe	New	Graduate		Maria Akudu Omwene	01432	Graduate	
Dick Mwaka Odong	01131	Graduate		Marianne Wambaalya Wakabi	01114	Graduate	
Doreen Bangirana	01082	Graduate	-	Marion Dino	01592	Graduate	
Doreen Kahukya	01264	Graduate		Mbabazi Vianney	01133	Graduate	
Ebrahim Luswata Kanakulya	00889	Graduate		Michael Tusubira	01236	Graduate	
Edward Okwero	New	Graduate		Mirembe Doryn	01639	Graduate	
Elese Niwaha	01430	Graduate		Mugonya Jonathan	01678	Graduate	
Elex Kamuzizi	01324	Graduate		Mukankutsi Sheila	01637	Graduate	
Elizabeth Kezabu	01597	Graduate		Musa Kalema	00467	Graduate	
Emuk David	01604	Graduate		Musobya Saadhi	01677	Graduate	
Enid Arinaitwe Rwemereza	00619	Graduate		Mwesigwa Jackline	01694	Graduate	
Enoka Ecuka	01601	Graduate		Mwesigwa Mutanga Leon	00689	Graduate	
Esiku John Francis	01557	Graduate		Nabugasha Bridget	01610	Graduate	
Eunice Katto Kabibi	00991	Graduate		Nabukalu Jacinta	01680	Graduate	
Evah Mbabazi Kafaari	00650	Graduate		Nabukwasi Sheila	01104	Graduate	
Faith Musiimenta	00912	Graduate		Nakandi Shamim	00901	Graduate	
Fiona Mutonyi Namarome	01468	Graduate		Nakyeyune Sylvia Kabanda	01697	Graduate	
Francis Okech	01453	Graduate		Nalugya Erinah Racheal	01643	Graduate	
Fred Kabi	00825	Graduate		Namakula Shamsa	01698	Graduate	
George Ahimbisibwe	01130	Graduate		Namara Winnie	01139	Graduate	
Gift Musieme	01558	Graduate		Namazzi Ruth Natasha	00029	Graduate	
Godfrey Kateregga	New	Graduate		Namirimu Justine	01639	Graduate	
Hadijah Katusabe	00233	Graduate		Namugwere Anna Thereza	01618	Graduate	
Harriet Byabalhome	01398	Graduate		Nandutu Evelyne	01043	Graduate	
Hindu Buyinga	01605	Graduate		Nantaba Suzanne Monero	01681	Graduate	
Hope Nekesa Zeridah	01710	Graduate		Nantongo Dianah	01609	Graduate	
Ian Tumwijkye	01265	Graduate		Nasira Brenda	01688	Graduate	
Irene Natuha	01274	Graduate		Ninah Bayiga	01344	Graduate	
Isaac Yoweri Nuwagaba	New	Graduate		Norah Namuyomba	01271	Graduate	
Jackline Nalubwama	01276	Graduate		Norman Tashobya	01594	Graduate	
Jenipher Kyarisiima	01616	Graduate		Ntenge Willy	00445	Graduate	
John Bosco Ssejembba	01406	Graduate		Ogwang Otim James	01608	Graduate	
Julius Emaru	01690	Graduate		Okau John Paul	01628	Graduate	
Kaakyo Evelyn	01611	Graduate		Okina Paul	New	Graduate	
Kabogoza Shaukie	01617	Graduate		Okiria Paul	01701	Graduate	
				Okorach Micheal	00450	Graduate	

Okori Moses	01685	Graduate			Amono Mary Charlotte	01660	Student	
Olobo Joel	01691	Graduate			Ampeire Edwin	01672	Student	
Oloo Daniel	01600	Graduate			Ampiiire Racheal Katureebe	01656	Student	
Orikiriza Caleb Karanzi	01623	Graduate			Asiimwe Joseph Stuart	01645	Student	
Owere Nicholas	01640	Graduate			Asio Rina Alice	01649	Student	
Patrica Ajwang	New	Graduate			Ayebazibwe Specioza	01614	student	
Pricilla Nansubuga	New	Graduate			Barbra Nagasha	01642	Student	
Prieme Margaret Nakiranda	01679	Graduate			Cekecan Mourine	01670	Student	
Provia Musiime	00691	Graduate			Chemutai Nancy Ruth	01640	Student	
Rabecca Nabukeera Muyambi	01402	Graduate			Emmanuel Vicent Olemukol	01579	Student	
Rachel Chemutai	01278	Graduate			Eric Muhozi	New	Student	
Richard Karamagi	00994	Graduate			Evelyn Angom Robert	01584	Student	
Richard Kasozi	01267	Graduate			Giramiya Jonish	01663	Student	
Robert Mugungu Angalia	01606	Graduate			Hamidah Nansubuga	01568	Student	
Roberto Korobe	New	Graduate			Hanifa Nakato	01585	Student	
Ronah Nasasira	00999	Graduate			Hassan Sabirin Salah	01560	Student	
Ronah Nasasira	00999	Graduate			Hassan Salira Abdirahman	01561	Student	
Ronald Ogwal	01084	Graduate			Jacob Aijuka	01565	Student	
Safia Alli	01612	Graduate			John Kiyaga	New	Student	
Samuel Eulet	01580	Graduate			Kanshabe Deborah	01613	student	
Sarah Nanyonjo	01277	Graduate			Karuhangwa Lea	01700	Student	
Sauda Batenda	01237	Graduate			Katusime Prossy	01682	Student	
Sevvuma Hudson	01631	Graduate			Kawoole Trevor William	01683	student	
Sharon Nasirumbi	01578	Graduate			Kitonto Ian Patrick	01675	Student	
Sheem Kawaddwa	01466	Graduate			Komugisha Raihanah	01658	Student	
Smith Opol	01398	Graduate	20		Lapai Tonny Charles	01654	Student	
Stephen Bwengye Gunura	01250	Graduate			Lubega Benjamin	01651	Student	
Steven Sseppuuya	00625	Graduate			Machel Asiimwe	01666	Student	
Suzan Namutebi	New	Graduate			Mbabazi Winfred grace	01665	Student	
Tobias Tukei	01622	Graduate			Mubiru Ishaka	01669	Student	
Tumuhimbise Epaphras	01687	Graduate			Mumbere Derrick	01626	Student	
Tumwebaze Dorah Naome		Graduate			Nabatanzi Florence	01648	Student	
Twinamatsiko Christine	01629	Graduate			Nabitosi Joannita	01686	Student	
Wangolo Jackson	01603	Graduate			Nakayenga Julian	01676	Student	
Yusuf Kabega	01590	Graduate			Nambiro Joweria	01657	Student	
Betty Ezatiru	01187	Graduate	60		Nansubuga Aminah	01664	Student	
Flavia Nabunnya	01051	Graduate	40		Nicholas Kabanda	01536	Student	
Sempagama Tadeo	00364	Graduate	40		Nyamutoro Noreen	01684	student	
Bwoch Lorraine Attocon	01703	Graduate	40		Nyangweso Diana	01662	Student	
Irene Kalembe	01435	Graduate	40		Patricia Atwiine	01569	Student	
Zziwa Bashir	01692	Graduate	40		Rosette Nalugonda	New	Student	
STUNDENT MEMBERS					Saturday Amos James	01595	Student	
Abaasa Patrick	01667	Student			Sheila Natukunda	New	Student	
Adong Ruth Ondongo	01650	Student			Shisa Lintina	01577	Student	
Agenorwot Hope Annet	01661	Student			Susan Namugerwa	01576	Student	
Agnes Nandawula	01586	Student			Teddy Namugga	New	Student	
Akoragye Shibah	01647	Student			Tracy Namubiru Balukusa	01583	Student	
Ale Gerald	01655	Student			Turyabe Simon Stephen	01674	Student	
					Tusiime Trevor Caleb	01641	Student	

STEP BY STEP e-GP PROVIDER REGISTRATION FOR THE e-PPDA CERTIFICATE

- Step 1:** Open your web browser i.e. Google Chrome, Mozilla Firefox, Microsoft Edge etc and access (eGP) via <https://www.egpuganda.go.ug>.
- Step 2:** Click the [Register as Supplier] button to access a user account creation page and register your personal information with a valid email.
- Step 3:** You should receive a verification link to your registered email address in step 2. Open your email account to access the verification email.
- Step 4:** Select from the dropdown whether you are registering for a company / an individual. In case your company country of registration is Uganda, ensure that you have your URSB and URA TIN number and select the validate button against each entry to retrieve your company information.
- Step 5:** Upload the mandatory documents in the prescribed formats (preferably PDF and maximum of 5MBs of each document size) i.e., valid Trading License / Business Operating License.
- Step 6:** Enter all the required information for the Representative/Secretary as well as the Approver/Director. Where a company is owned by another company, provide the other company's details by clicking the Add More button under Organization Owners/Shareholders section.
- Step 7:** Enter the turnover details of your company for the past 2 / more years where applicable.
- Step 8:** Select a business category of your choice to reveal the list of sub-categories that you must select from. You can choose more than one category and multiple sub-categories.
- Step 9:** Enter company experience in terms of past projects where applicable. You can add multiple records of projects handled by your company in the past / present.
- Step 10:** Verify and confirm that the information previewed on the form is accurate before submitting the form. Accept the terms and conditions by selecting the checkbox next to the terms and conditions link. Click the Submit Form button to send your application to the next level.
- Step 11:** You are redirected to a payments page. In case you already made a payment, select the payment mode of "other" and attach your receipt and click the Submit button.
If you hadn't paid, choose a payment method of "other" and select the Generate PRN button, get a PRN (Payment Registration Number) and Payment advice slip, make a payment with a mechanism of your choice and select the Submit button.
- Step 12:** Upon approval by PPDA, a system generated certificate will be sent to your registered email. A copy of your certificate can also be accessed under your company profile. The certificate can be viewed / saved / printed.

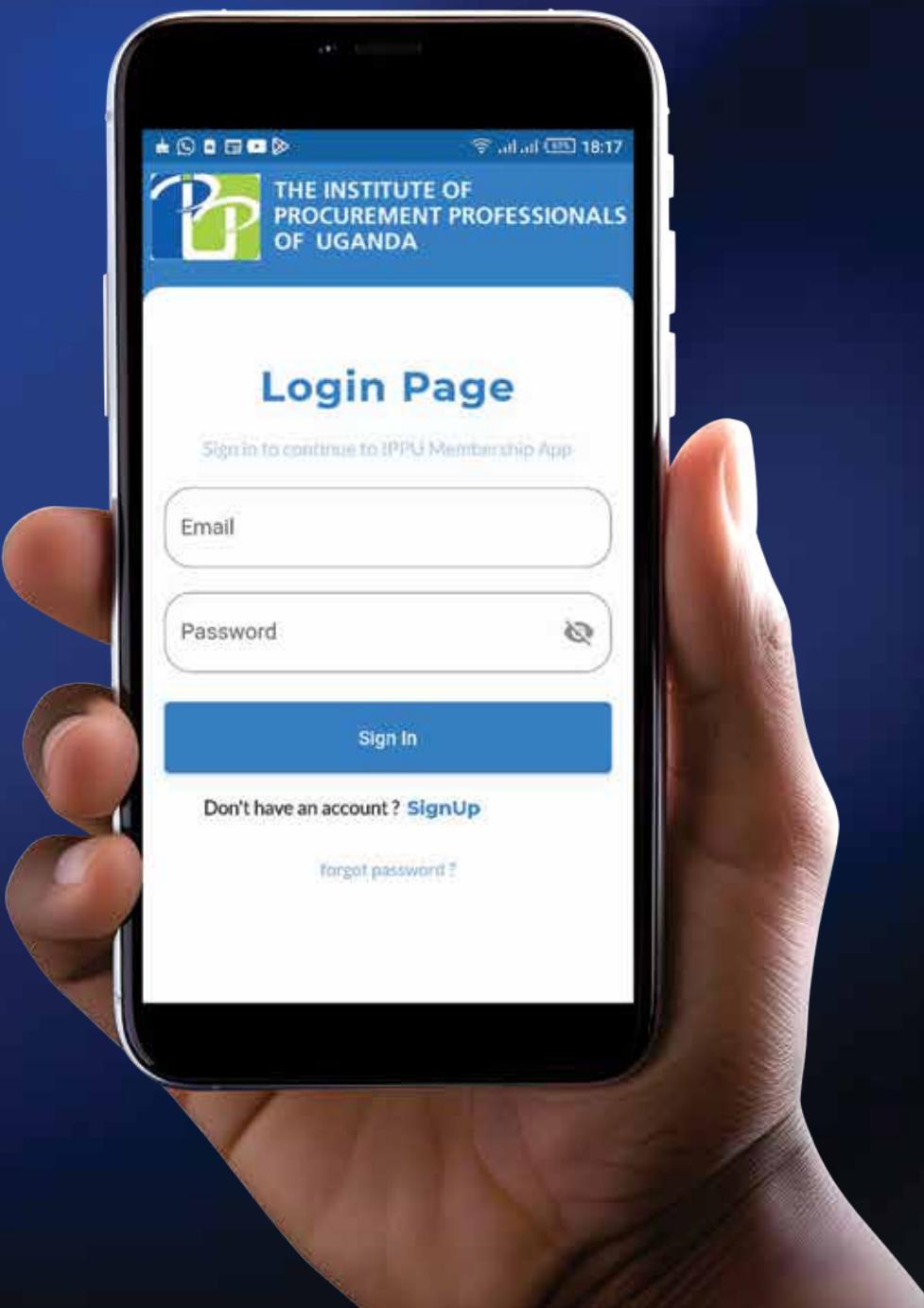
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Call: **0414707483** Email: servicedesk@egp.go.ug



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— MERRY —
Christmas

FROM THE MANAGEMENT,
STAFF & COUNCIL OF IPPU