

Uganda Compliance Pack

Skooli Education Platform

Transforming Education Logistics Through Ethical, Efficient, and Faithful Service

Document Version: 3.0

Effective Date: January 2025

Review Date: January 2026

Jurisdiction: Republic of Uganda

Executive Summary

Skooli Education Platform operates as an integrated education logistics supply chain solution across Uganda, revolutionizing how parents, students, and educational institutions access essential school supplies and materials. Our comprehensive platform encompasses three core service pillars that work together to create a seamless educational support ecosystem:

Parent Portals

Digital platforms enabling parents to manage school supply orders, access layaway payment plans, track deliveries in real-time, and receive educational discounts. Our parent-focused solution reduces the stress and cost of school preparation while ensuring children have everything they need for academic success.

Student Accounts

Cashless allowance systems providing students with secure, monitored spending capabilities within school environments. Students can access digital store credits, manage personal supplies, and learn financial responsibility through our supervised digital wallet system.

School Admin Tools

Comprehensive procurement management, delivery analytics, SLA monitoring, and administrative oversight systems for educational institutions. Schools gain unprecedented visibility into supply chain operations while reducing administrative burden.

Supply Chain Operations

End-to-end logistics infrastructure including warehousing, inventory management, quality assurance, and direct delivery to schools across Uganda. Our operations prioritize child protection, environmental sustainability, and community development.

Mission Alignment with Uganda's Vision 2040

Skooli directly supports Uganda's Vision 2040 by improving educational access and quality through innovative logistics solutions. We contribute to the national goal of transforming Uganda into a modern, prosperous country by ensuring no child's education is hindered by supply chain inefficiencies or barriers to accessing essential materials.

This Uganda Compliance Pack establishes our comprehensive framework for operating with full regulatory compliance while delivering exceptional value to Uganda's education sector. Our approach integrates legal compliance, child protection, operational excellence, and community development into every aspect of our business model.

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1. Introduction and Context

1.1 Purpose and Scope

This Uganda Compliance Pack serves as the definitive framework for Skooli Education Platform's operations within the Republic of Uganda. It provides comprehensive

guidance ensuring full compliance with national laws, regulations, and educational standards while delivering high-quality logistics services to Uganda's education sector.

Scope of Operations Covered:

- Direct supply chain services to Ugandan students and families
- Partnerships with Ugandan educational institutions (primary, secondary, tertiary)
- Employment of Ugandan logistics personnel, delivery drivers, and support staff
- Data processing of Ugandan residents through our digital platforms
- Financial transactions and mobile money operations within Uganda
- Warehouse and distribution operations across multiple districts
- Faith-based school partnerships and community engagement activities

1.2 Skooli's Commitment to Uganda

Our Uganda Commitment Statement

Skooli is committed to being a responsible corporate citizen that contributes positively to Uganda's development while maintaining the highest standards of ethical conduct, legal compliance, and community engagement. We pledge to:

- Support Uganda's Vision 2040 and national education development goals
- Respect Ugandan laws, cultural values, and religious diversity
- Contribute to local economic development through employment and partnerships
- Maintain transparent and ethical operations in all business activities
- Protect every Ugandan child and vulnerable person in our supply chain
- Build long-term partnerships with Ugandan communities and institutions

1.3 Three Lines of Defence Model

Skooli operates a comprehensive risk management framework based on the Three Lines of Defence model, specifically adapted for our education logistics operations:

Line of Defence	Function	Uganda Application	Key Responsibilities
First Line	Operational Management	Uganda Operations Team	Daily risk ownership, delivery management, customer service, quality assurance
Second Line	Oversight Functions	UK/Uganda Compliance Teams	Risk policy development, compliance monitoring, regulatory liaison

Third Line	Independent Assurance	Internal Audit & Board Committees	Independent assessment, audit programs, board reporting
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2. Legal and Regulatory Framework

2.1 Primary Legislation

Education Sector Legislation

Act/Law	Application to Skooli	Key Compliance Requirements
Education Act, 2008	Educational service provider operations	Service quality standards, curriculum alignment, reporting obligations
Universities and Other Tertiary Institutions Act, 2001	Higher education partnerships	Partnership agreements, service standards, quality assurance
Business, Technical, Vocational Education and Training Act, 2008	BTVET institution partnerships	Specialized supply requirements, skills development support

Child Protection Legislation

Act/Law	Application to Skooli	Key Compliance Requirements
Children Act, Cap 59 (as amended 2016)	All operations involving children	Mandatory reporting, duty of care, safeguarding policies
Prohibition of Child Sacrifice Act, 2009	Community engagement, awareness	Reporting obligations, community education
Prevention of Trafficking in Persons Act, 2009	Supply chain due diligence	Supplier vetting, labor practices monitoring

Data and Technology Legislation

- **Data Protection and Privacy Act, 2019:** Data processing, consent management, cross-border transfers
- **Computer Misuse Act, 2011:** Cybersecurity, system protection, digital fraud prevention
- **Electronic Transactions Act, 2011:** Digital payments, electronic contracts, online services
- **Uganda Communications Act, 2013:** Online content regulation, digital service provision

2.2 Key Regulatory Authorities

<p>Ministry of Education and Sports (MoES)</p> <p>Role: Primary oversight of educational services, curriculum standards, quality assurance</p>
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Address: Embassy House, Plot 3-5 Parliament Avenue, Kampala

Tel: +256-414-234-451

Email: ps@education.go.ug

Skooli Contact: Uganda Compliance Officer

Uganda Revenue Authority (URA)

Role: Tax compliance, financial reporting, customs clearance

Hotline: 0800-117-000

Email: info@ura.go.ug

Website: www.ura.go.ug

Skooli Requirements: Monthly tax returns, annual compliance reporting

Personal Data Protection Office (PDPO)

Role: Data protection compliance, privacy rights enforcement

Tel: +256-417-332-000

Email: info@nita.go.ug

Skooli Obligations: Annual registration, breach reporting, privacy compliance

3. Business Registration and Licensing

3.1 Corporate Registration Status

Current Registration Status

Company Name: Skooli Uganda Limited

Registration Authority: Uganda Registration Services Bureau (URSB)

Company Type: Private Limited Company

Registration Date: [To be completed by operations team]

TIN Number: [To be completed by operations team]

Next Renewal Date: [Annual - to be tracked by compliance team]

3.2 Required Licenses and Permits

License/Permit	Issuing Authority	Renewal Period	Current Status
Business License	Local Authority (District/Municipal)	Annual	Active/Pending
VAT Registration Certificate	Uganda Revenue Authority	N/A (unless deregistered)	Required if turnover >150M UGX
Digital Service Provider License	Uganda Communications Commission	Annual	Required for platform operations
Educational Service Provider Registration	Ministry of Education and Sports	Annual reporting	In process

3.3 School Partnership Documentation

When establishing partnerships with Ugandan educational institutions, Skooli ensures the following documentation is in place:

Required Partnership Documents:

- Memorandum of Understanding (MoU):** Defining partnership scope, responsibilities, and service standards
- Service Level Agreement (SLA):** Specific performance metrics, delivery timelines, and quality standards
- Data Sharing Agreement:** Compliant with Uganda Data Protection and Privacy Act
- Safeguarding Protocol Agreement:** Child protection measures and reporting procedures
- Financial Service Agreement:** Payment terms, pricing, and financial arrangements

4. Child Protection and Safeguarding

Skooli's Safeguarding Commitment

"Protecting Every Child in Our Supply Chain" - This is not just our motto but our operational mandate. Every aspect of our logistics operations integrates robust child protection measures, from warehouse security to final delivery protocols.

4.1 Legal Framework and Obligations

Under Uganda's Children Act (Cap 59), Skooli has clear legal obligations as an organization operating in educational environments:

Statutory Obligations:

- **Duty of Care:** Prevent harm to any child in our operational sphere
- **Mandatory Reporting:** Report suspected abuse to relevant authorities within 24 hours
- **Safe Environment:** Maintain safe operations in all school and community interactions
- **Professional Boundaries:** Ensure appropriate interactions between staff and children
- **Background Verification:** Comprehensive vetting of all personnel with potential child contact

4.2 Designated Safeguarding Lead Structure

Uganda Safeguarding Leadership

Designated Safeguarding Lead (DSL): Sarah Nakimera

24/7 Safeguarding Hotline: +256-700-SAFE-123

Email: safeguarding@skooli.com

Backup DSL: James Mukasa (Operations Director)

UK Safeguarding Oversight: Board Safeguarding Committee

4.3 Faith-Based Safeguarding Approach

Skooli serves Uganda's diverse religious communities with cultural sensitivity while maintaining unwavering child protection standards:

Faith Integration Principles:

1. **Universal Protection:** Child safety standards apply equally across all faith contexts

2. **Cultural Competence:** Understanding religious practices that enhance child protection
3. **Respectful Boundaries:** Working within faith authority structures while maintaining professional safeguarding standards
4. **Collaborative Enhancement:** Partnering with religious leaders to strengthen community safeguarding

Non-Negotiable Principle

Cultural or religious practices are never acceptable justifications for compromising child safety. When conflicts arise between cultural expectations and child protection requirements, safeguarding takes absolute precedence.

4.4 Delivery Personnel Safeguarding Protocols

Pre-Employment Requirements:

Requirement	Standard	Verification Method	Renewal Period
Uganda Police Certificate of Good Conduct	Issued within 6 months	Direct verification with Uganda Police	Annual
Employment History Check	3 professional references	Direct contact with referees	At hiring
Safeguarding Training Certification	8-hour comprehensive course	Completion certificate	Annual refresher
Professional Interview Assessment	Scenario-based evaluation	Structured interview process	At hiring

Operational Safeguarding Protocols:

- **School Handover Policy:** All deliveries must be received by approved adult school staff, never directly by students
- **No Direct Student Contact:** Delivery personnel maintain professional boundaries and avoid direct interaction with students
- **Environmental Awareness:** All delivery staff trained to recognize and report signs of concern in school environments
- **Incident Reporting:** Immediate reporting protocol for any safeguarding concerns observed during operations
- **GPS Tracking:** All delivery vehicles equipped with real-time tracking for accountability and security

4.5 Mandatory Reporting Procedures

24-Hour Reporting Protocol

- 1. **Immediate Action (0-1 hour):** If child in immediate danger, call 116 (Uganda Toll-Free Child Helpline) or 999 (Police Emergency)
- 2. **Internal Report (1-2 hours):** Notify Designated Safeguarding Lead via hotline or emergency contact
- 3. **Documentation (2-4 hours):** Complete detailed incident report using standardized template
- 4. **External Report (4-24 hours):** DSL reports to Uganda Police Child & Family Protection Unit and relevant authorities
- 5. **Follow-up (24-72 hours):** Coordinate with authorities, provide support, implement any required operational changes

External Reporting Authorities:

Uganda Police - Child & Family Protection Unit
Emergency: 999 or 112
Toll-free: 0800-122-333

Sauti 116 Child Helpline
Toll-free: 116 (24/7)
Multi-language support available

District Probation Officers
Local district offices
Child welfare assessments and interventions

5. Data Protection and Privacy

5.1 Uganda Data Protection and Privacy Act, 2019 Compliance

Skooli's data processing operations fully comply with Uganda's comprehensive data protection legislation, which establishes seven key principles governing all personal data handling:

Core Data Protection Principles:

Principle	Skooli Implementation	Operational Impact
Lawfulness and Consent	Explicit consent for all data processing activities	Clear consent forms for parents, students, and school personnel

Purpose Limitation	Data used only for specified logistics and educational support purposes	Restricted data sharing, clear usage boundaries
Data Minimization	Collect only data necessary for service delivery	Streamlined data collection processes
Accuracy	Regular data verification and update procedures	Annual data accuracy audits
Storage Limitation	Automated data deletion after retention periods	7-year maximum retention for operational data
Security	End-to-end encryption and access controls	Multi-factor authentication for all system access
Accountability	Comprehensive compliance documentation and auditing	Annual compliance reports to PDPO

5.2 Personal Data Protection Office (PDPO) Registration

PDPO Registration Details

Data Controller: Skooli Uganda Limited

Registration Number: [To be completed upon registration]

Data Protection Officer: Emmanuel Sserwanga

DPO Email: dpo@skooli.com

Registration Renewal: Annual (due January 31)

Processing Activities: Education logistics, payment processing, customer service

5.3 Consent Management Framework

Consent Requirements by Data Subject Category:

- **Children Under 18:** Parental consent required for all data processing activities
- **Parents/Guardians:** Explicit consent for account creation, payment processing, and communication
- **School Personnel:** Professional consent for delivery coordination and service communication
- **Employees:** Employment-related consent for HR and operational requirements

Consent Management System Features:

- Easy withdrawal mechanisms available through all digital platforms
- Granular consent options for different processing activities
- Automatic consent renewal reminders
- Comprehensive consent audit trails

- Multi-language consent forms (English, Luganda, Kiswahili)

5.4 Cross-Border Data Transfers

Skooli processes data across UK and Uganda jurisdictions, requiring careful compliance with transfer regulations:

Transfer Safeguards:

1. **Adequacy Assessment:** Regular review of data protection levels in destination countries
2. **Standard Contractual Clauses (SCCs):** Implementation of approved transfer agreements
3. **Transfer Impact Assessments:** Risk evaluation for all cross-border data movements
4. **PDPO Registration:** All international transfers registered with Personal Data Protection Office

5.5 Data Breach Response Protocol

72-Hour Breach Notification Requirement

Uganda law requires notification to PDPO within 72 hours of discovering any personal data breach that poses risks to data subjects. Skooli maintains a comprehensive breach response protocol to ensure full compliance.

Breach Response Timeline:

Timeframe	Actions Required	Responsible Party
0-1 hour	Immediate containment and assessment	IT Security Team
1-24 hours	Full impact assessment and documentation	Data Protection Officer
24-72 hours	PDPO notification (if high risk to data subjects)	Legal Team with DPO
72+ hours	Data subject notification and remediation measures	Communications Team

6. Educational Standards and Quality Assurance

6.1 National Curriculum Development Centre (NCDC) Alignment

Skooli ensures all educational materials and services align with Uganda's national curriculum standards:

Curriculum Alignment by Education Level:

Education Level	Curriculum Framework	Skooli Support Services
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Primary Level (P1-P7)	Thematic Curriculum (Lower Primary) Subject-based (Upper Primary)	Age-appropriate supplies, PLE preparation materials
O-Level (S1-S4)	Uganda Certificate of Education (UCE) curriculum	Subject-specific materials, examination supplies
A-Level (S5-S6)	Uganda Advanced Certificate of Education (UACE)	Advanced study materials, university preparation supplies
Technical/Vocational	BTJET curriculum standards	Specialized equipment, practical training materials

6.2 Service Quality Standards

Skooli Service Level Commitments

- **Order Processing:** Within 2 hours during business hours
- **Standard Delivery:** 24-48 hours within Greater Kampala, 48-72 hours outside Kampala
- **Emergency Supplies:** Same-day delivery for critical educational materials
- **Quality Assurance:** 100% inspection before delivery
- **Customer Service Response:** Within 1 hour for urgent inquiries
- **Order Accuracy:** 99.5% accuracy target

6.3 Quality Control Framework

Multi-Stage Quality Assurance:

1. **Supplier Qualification:** Rigorous vetting of all educational material suppliers
2. **Incoming Inspection:** Quality verification upon receipt at warehouse
3. **Storage Standards:** Climate-controlled environment protection
4. **Pre-Delivery Inspection:** Final quality check before dispatch
5. **Delivery Verification:** School confirmation of received materials
6. **Customer Feedback:** Regular satisfaction surveys and improvement implementation

6.4 Language and Cultural Considerations

Multi-Language Support:

- **English:** Primary platform language and official correspondence
- **Luganda:** Regional language support for Central Uganda
- **Kiswahili:** National language support and customer service
- **Local Languages:** Regional language assistance where feasible

7. Employment and Labour Compliance

7.1 Employment Act, 2006 Compliance Framework

Skooli maintains full compliance with Uganda's employment legislation across all operational areas:

Employment Contract Requirements:

Contract Element	Legal Requirement	Skooli Standard
Written Contract	Mandatory for all employees	Comprehensive contracts in English and local language if requested
Probation Period	Maximum 6 months	3-month standard, 6 months for senior positions
Notice Period	As specified in contract	1 month for general staff, 3 months for management
Working Hours	Maximum 48 hours per week	44-hour standard working week

7.2 Fair Employment Practices

Skooli's Equal Opportunity Commitment

Skooli is committed to providing equal employment opportunities for all qualified individuals regardless of gender, ethnicity, religion, disability, age, HIV status, or political affiliation. Our recruitment, promotion, and compensation practices reflect these values.

Leave Entitlements:

- **Annual Leave:** 28 working days (exceeding the minimum 21 days)
- **Sick Leave:** As per medical certificate, up to 6 months with full pay
- **Maternity Leave:** 90 days with full pay (exceeding minimum 60 days)
- **Paternity Leave:** 7 days with full pay
- **Compassionate Leave:** Up to 5 days per incident
- **Study Leave:** Support for professional development activities

7.3 National Social Security Fund (NSSF) Compliance

NSSF Registration Details

Employer Registration Number: [To be completed by HR team]

Monthly Contribution: 10% employee + 10% employer

Remittance Deadline: 15th of following month

7.4 Occupational Safety and Health

Workplace Safety Standards:

- **Warehouse Safety:** Personal protective equipment, safety training, emergency procedures
- **Vehicle Safety:** Regular maintenance, driver training, GPS tracking for security
- **Office Environment:** Ergonomic workstations, fire safety, first aid provision
- **Mental Health Support:** Employee assistance programs, stress management resources

8. Tax and Financial Compliance

8.1 Uganda Revenue Authority (URA) Registration and Compliance

URA Registration Details
Tax Identification Number (TIN): [To be completed by finance team]
VAT Registration: Required (turnover exceeds 150M UGX threshold)
PAYE Registration: Active for all employees
Withholding Tax Registration: For supplier payments
URA Customer Care: 0800-117-000

8.2 Corporate Tax Obligations

Tax Compliance Schedule:

Tax Type	Rate	Filing Frequency	Payment Deadline
Corporate Income Tax	30%	Annual	6 months after year-end
Provisional Tax	Based on previous year	Quarterly	15th of quarter month
Value Added Tax (VAT)	18% (standard rate)	Monthly	15th of following month
Pay As You Earn (PAYE)	Progressive rates (0-40%)	Monthly	15th of following month

8.3 Mobile Money and Digital Payments

Mobile Money Tax Compliance:

- **Mobile Money Tax:** 0.5% on withdrawals (subject to current rates)
- **Transaction Records:** Comprehensive documentation of all mobile money transactions
- **Anti-Money Laundering (AML):** Customer due diligence and suspicious transaction reporting
- **Bank of Uganda Compliance:** Adherence to financial services regulations

8.4 Transfer Pricing and International Transactions

As part of the Skooli Technologies Group with UK operations, Uganda operations must comply with transfer pricing regulations:

Transfer Pricing Requirements:

1. **Arm's Length Principle:** All intercompany transactions at market rates
2. **Documentation:** Comprehensive transfer pricing documentation
3. **Annual Reporting:** Transfer pricing returns if transactions exceed threshold
4. **Advance Pricing Agreements:** Consideration for complex arrangements

9. Health and Safety Requirements

9.1 Occupational Safety and Health Act, 2006 Compliance

Skooli maintains comprehensive health and safety standards across all operational facilities and activities:

Facility-Specific Safety Measures:

Facility Type	Primary Hazards	Safety Measures	Compliance Requirements
Warehouse Operations	Manual handling, storage hazards, equipment operation	PPE provision, training, equipment maintenance	Annual safety audits, incident reporting
Delivery Operations	Road safety, manual handling, theft/security	Vehicle maintenance, driver training, GPS tracking	Driver license verification, safety training
Office Environment	Ergonomic risks, fire safety, electrical safety	Ergonomic assessments, fire drills, electrical inspections	Annual fire safety certification, first aid training

9.2 COVID-19 and Pandemic Preparedness

Health Protocol Framework

Skooli maintains robust health protocols aligned with Ministry of Health guidelines, ensuring business continuity while protecting employee and customer health during health emergencies.

Pandemic Response Measures:

- **Health Monitoring:** Regular health screening for all personnel
- **Sanitization Protocols:** Enhanced cleaning procedures for facilities and vehicles
- **Personal Protective Equipment:** Adequate PPE supply and training
- **Remote Work Capabilities:** Technology infrastructure for business continuity
- **Contact Tracing:** Systems for tracking potential exposure incidents

9.3 Mental Health and Wellbeing

Employee Support Programs:

- **Employee Assistance Program:** Confidential counseling and support services
- **Stress Management Training:** Regular workshops on workplace stress management
- **Work-Life Balance:** Flexible working arrangements where operationally feasible
- **Wellness Initiatives:** Health promotion activities and wellness challenges

10. Anti-Corruption and Ethics

10.1 Legal Framework Compliance

Skooli operates under Uganda's Anti-Corruption Act, 2009, maintaining zero tolerance for bribery and corruption in all business activities:

Anti-Corruption Compliance Framework:

Area	Legal Requirement	Skooli Implementation
Bribery Prevention	Zero tolerance, reporting obligation	Comprehensive training, clear policies, whistleblowing protection
Gift and Hospitality	Transparency in business dealings	Gift register, approval thresholds, disclosure requirements
Conflict of Interest	Declaration and management	Annual declarations, management procedures, recusal protocols
Due Diligence	Know your business partners	Comprehensive supplier vetting, ongoing monitoring

10.2 Code of Conduct

Skooli's Ethical Standards

Every Skooli employee, contractor, and partner must uphold the highest standards of integrity, honesty, and ethical conduct. Our reputation and the trust of the communities we serve depend on our unwavering commitment to ethical behavior.

Core Ethical Principles:

1. **Integrity:** Honest dealings, transparent operations, accurate reporting
2. **Accountability:** Taking responsibility, reporting violations, cooperating with investigations
3. **Fairness:** Merit-based decisions, equal treatment, no favoritism
4. **Respect:** Dignity for all individuals, cultural sensitivity, professional conduct
5. **Excellence:** Continuous improvement, quality focus, customer service

10.3 Gift and Hospitality Policy

Gift Guidelines:

Category	Threshold (UGX)	Action Required
Acceptable	Under 50,000	Notification to supervisor
Requires Approval	50,000 - 200,000	Management approval, register entry
Prohibited	Over 200,000 or cash	Must be declined, report to compliance

10.4 Whistleblowing and Reporting

Reporting Channels

Internal Hotline: +256-700-ETHICS-1 (confidential)

Email: ethics@skooli.com (anonymous option available)

External Reporting - Inspectorate of Government:

Hotline: 0800-100-009

Email: igg@igg.go.ug

Website: www.igg.go.ug

Whistleblower Protection:

- **Anonymous Reporting:** Option for anonymous submission of concerns
- **No Retaliation Policy:** Strict prohibition on retaliation against reporters
- **Investigation Independence:** External investigation for serious allegations
- **Feedback Process:** Updates to reporters where feasible and appropriate

11. Operational Governance

11.1 Three Lines of Defence Implementation

Skooli's operational governance implements the Three Lines of Defence model specifically adapted for education logistics supply chain operations:

First Line of Defence: Operational Management (Uganda)

Uganda Operations Team Responsibilities

- **Daily Risk Management:** Identifying and managing operational risks in real-time
- **Quality Control:** Ensuring service standards and delivery quality
- **Customer Service:** Managing relationships with schools, parents, and students
- **Supplier Management:** Overseeing supplier performance and compliance
- **Delivery Operations:** Managing logistics, delivery schedules, and handover protocols
- **Incident Response:** First-level response to operational and safeguarding incidents

Second Line of Defence: Oversight Functions

Function	Location	Key Responsibilities
Uganda Compliance Team	Kampala Office	Local regulatory compliance, government relations, training delivery
UK Compliance Oversight	London HQ	Policy development, cross-border compliance, board reporting
Risk Management	UK/Uganda	Risk framework maintenance, monitoring, reporting
Data Protection	UK/Uganda	Privacy compliance, breach response, rights management

Third Line of Defence: Independent Assurance

- **Internal Audit:** Independent assessment of governance effectiveness
- **Board Committees:** Audit & Risk, Safeguarding, Remuneration, Nomination & Governance
- **External Audits:** Annual financial and compliance audits
- **Regulatory Reviews:** Government inspections and assessments

11.2 Delivery Operations Governance

Delivery Protocol Framework:

1. **Order Verification:** Multi-step verification of orders and recipient details
2. **Route Optimization:** Efficient routing considering safety and security factors
3. **Delivery Tracking:** Real-time GPS tracking and communication updates
4. **School Handover:** Standardized handover procedures with adult school staff only

- 5. **Confirmation Process:** Digital confirmation and photo documentation
- 6. **Quality Feedback:** Collection of service quality feedback

11.3 Supplier and Partner Governance

Supplier Management Framework:

Stage	Requirements	Documentation	Review Frequency
Pre-Qualification	Financial stability, quality standards, ethical compliance	Due diligence reports, certifications	Before engagement
Contract Management	Clear service levels, compliance clauses, penalty provisions	Comprehensive service agreements	Annual review
Performance Monitoring	Quality metrics, delivery performance, compliance reporting	Performance scorecards, audit reports	Monthly assessment
Compliance Auditing	On-site audits, documentation review, corrective actions	Audit reports, improvement plans	Annual audits

12. Reporting and Monitoring

12.1 Regulatory Reporting Calendar

Annual Regulatory Reporting Schedule

Skooli maintains a comprehensive reporting calendar ensuring timely submission of all required regulatory reports and maintaining positive relationships with government authorities.

Monthly Reporting Requirements:

Report	Authority	Deadline	Responsible Team
PAYE Returns	Uganda Revenue Authority	15th of following month	Finance Team
VAT Returns	Uganda Revenue Authority	15th of following month	Finance Team
NSSF Contributions	National Social Security Fund	15th of following month	HR Team
Withholding Tax Returns	Uganda Revenue Authority	15th of following month	Finance Team

Quarterly Reporting Requirements:

- **Provisional Tax Payments:** URA (15th of quarter months)
- **Compliance Audit Reports:** Internal review and board reporting
- **Safeguarding Performance Reports:** Board Safeguarding Committee
- **Risk Register Updates:** Audit & Risk Committee

Annual Reporting Requirements:

- **Annual Tax Returns:** URA (6 months after year-end)
- **Audited Financial Statements:** URSB and stakeholders
- **Educational Services Report:** Ministry of Education and Sports
- **Data Protection Compliance Report:** Personal Data Protection Office
- **Corporate Social Responsibility Report:** Public disclosure

12.2 Performance Monitoring Framework

Key Performance Indicators (KPIs):

Category	KPI	Target	Monitoring Frequency
Operational Excellence	On-time delivery rate	≥ 95%	Daily
Quality Assurance	Order accuracy rate	≥ 99.5%	Daily
Customer Satisfaction	Customer satisfaction score	≥ 90%	Monthly
Compliance	Regulatory compliance rate	100%	Monthly
Safeguarding	Training completion rate	100%	Quarterly
Financial	Cost per delivery	Decreasing trend	Monthly

12.3 Continuous Improvement Framework

Improvement Process:

1. **Performance Monitoring:** Regular tracking of operational and compliance metrics
2. **Gap Analysis:** Identification of areas for improvement
3. **Root Cause Analysis:** Understanding underlying causes of performance gaps
4. **Solution Development:** Collaborative development of improvement initiatives
5. **Implementation Planning:** Structured approach to implementing changes
6. **Impact Measurement:** Monitoring effectiveness of improvement initiatives

Appendices

Appendix A: Quick Reference Contacts

Government and Regulatory Authorities

Ministry of Education and Sports

Address: Embassy House, Plot 3-5 Parliament Avenue, Kampala

Tel: +256-414-234-451

Email: ps@education.go.ug

Website: www.education.go.ug

Uganda Revenue Authority

Customer Care: 0800-117-000

Email: info@ura.go.ug

Website: www.ura.go.ug

Personal Data Protection Office

Tel: +256-417-332-000

Email: info@nita.go.ug

Uganda Communications Commission

Tel: +256-414-339-000

Email: ucc@ucc.co.ug

Inspectorate of Government

Hotline: 0800-100-009

Email: igg@igg.go.ug

Uganda Police - Child & Family Protection Unit

Emergency: 999 or 112

Toll-free: 0800-122-333

Sauti 116 Child Helpline

Toll-free: 116 (24/7)

Skooli Key Contacts**Uganda Compliance Officer**

Email: uganda.compliance@skooli.com

Phone: [Uganda office number]

Designated Safeguarding Lead (Uganda)

Name: Sarah Nakimera

Email: safeguarding@skooli.com

24/7 Hotline: +256-700-SAFE-123

Data Protection Officer

Name: Emmanuel Sserwanga

Email: dpo@skooli.com

Appendix B: Compliance Calendar

Month	Key Activities	Deadlines
January	Q4 provisional tax, PDPO renewal, annual planning	15th - Q4 tax payment 31st - PDPO registration renewal
February	Annual leave planning, training assessment	Monthly tax returns (15th)
March	MoES annual report, year-end preparations	31st - MoES annual report due
April	Q1 provisional tax, compliance review	15th - Q1 tax payment
May	Business license renewal, performance reviews	Business license renewal dates
June	Half-year review, policy updates	Annual tax return filing deadline
July	Q2 provisional tax, mid-year audit	15th - Q2 tax payment
August	Training delivery, risk assessments	Monthly compliance activities
September	Tax return preparation, staff surveys	Annual planning preparation
October	Q3 provisional tax, budget planning	15th - Q3 tax payment
November	Documentation review, contract renewals	Preparation for year-end
December	Year-end activities, annual compliance report	31st - Financial year-end

Appendix C: Document Retention Schedule

Document Category	Retention Period	Storage Method	Disposal Method
Corporate Records	Permanent	Secure physical and digital	