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Government of Uganda



Business growth is our business



Skills, Attitude, Governance and Anti-Corruption Project



MISSION:

To accelerate affordable, excellent and relevant tourist experiences, aimed at increasing the market share and seize of business opportunities for a competitive tourism business.

VISION:

To pride as leading pioneer in propagating Sustainable tourism and promoting domestic tourism to enable it to grow alongside foreign client based tourism in Uganda.

✉ musingikatours@gmail.com

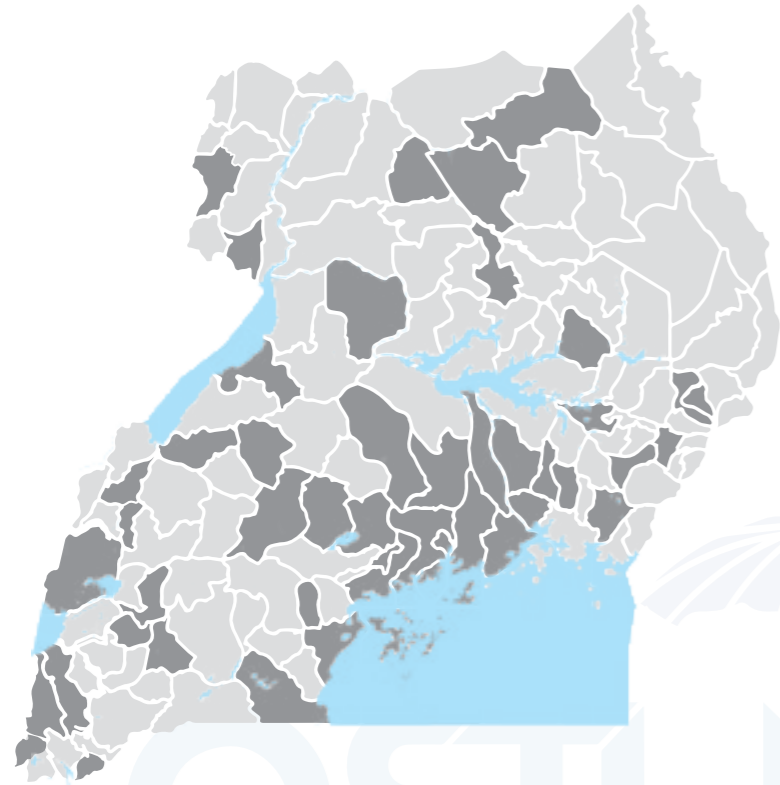
📍 Industrial Zone, Kasese Mpondwe Road, Kasese Mu...

Stories of change

30th May, 2024

Overview





Geographical distribution



Districts

Arua	Kayunga
Bugiri	Kiryandongo
Buikwe	Kisoro
Bulambuli	Kitgum
Bushenyi	Kyotera
Butaleja	Lira
Butambala	Luweero
Entebbe	Lwengo
Fortportal	Masaka
Gulu	Mbale
Hoima	Mbarara
Iganga	Mityana
Jinja	Mpigi
Kabale	Mubende
Kabarole	Mukono
Kagadi	Nakaseke
Kakumiro	Namutumba
Kalangala	Nebbi
Kampala	Pader
Kamuli	Pallisa
Kanungu	Rukungiri
Kapchorwa	Sheema
Kasese	Soroti
Kasesera	Wakiso
Kasanda	

Key Data

Indicator	Total
 <p>The capacities in e-procurement of private sector companies are enhanced Number of companies sensitized and informed on e-procurement</p>	598
 <p>Digitalization and integration allow for the exchange of data between institutional databases to fight corruption Number of companies sensitized and informed</p>	256
 <p>Fostering corporate governance through awards Number of companies sensitized and informed</p>	294
 <p>Corruption reporting mechanisms are implemented to feed evidence-based advocacy and support the public-private dialogue on corruption Number of corruption cases identified and reported through different channels supported by the program</p>	158

Sectors

1

Manufacturing and agro-processing



2

Tourism and hospitality



3

Information Communication Technology-ICT



4

Construction





Context and Foreword

Good governance is essential for the success of any institution. Indeed, good corporate governance, transparency, and accountability are critical for ensuring a successful business.

This was highlighted in 2019 when the European Union Delegation (EUD) in Uganda began discussions with the Private Sector Foundation Uganda (PSFU) to identify key obstacles affecting the effectiveness of the private sector in Uganda, affecting both Ugandan and European businesses. They also discussed potential solutions. Three critical issues were identified to help unlock the sector's potential to become more competitive: skills and attitude, access to credit and finance, and corruption and governance. Through the SG+ project, we are addressing two of these challenges: skills and attitude, and governance and accountability.

The Skills, Attitudes, Governance, and Anti-corruption (SG+) project was conceived as a transformative intervention, with a specific focus on governance and anti-corruption. This project aims to improve the competitiveness of Uganda's private sector. The goal is to enhance practices, evidence-based dialogue, and advocacy within the public and private sectors to combat corruption. This intervention is based on four pillars: (i) Enhancing the capacities of private sector companies in e-procurement, (ii) Digitalization and integration for data exchange between institutional databases to fight corruption, (iii) Developing and reinforcing corporate governance mechanisms, including through awards, and (iv) Implementing corruption reporting mechanisms to support

evidence-based advocacy and the public-private dialogue on corruption.

The rollout of this intervention relies on strategic partnerships. At the operational level, there has been collaboration between PSFU and the Government of Uganda, specifically the Public Procurement and Disposal of Public Assets Authority (PPDA) and the National Information Technology Authority of Uganda (NITA-U). These agencies have been crucial for work related to digitalization, data integration, public procurement, and particularly electronic government procurement. At the strategic level, there has been a partnership between PSFU and the Belgian Development Agency (Enabel), who have been key implementing partners.

At the strategic level, the European Union has not only provided funding but has also offered additional support to help the project gain traction.

The past two years of implementing this project have seen significant gains for the private sector and have provided valuable insights.

This publication is a collection of key learnings, experiences, challenges, and achievements from the two-year journey.

Enjoy!

Stephen Asimwe,
Chief Executive Officer

Private Sector Foundation Uganda



Project implementors

When the Government transitioned to an online procurement system, many in the private sector were unfamiliar with the Electronic Government Procurement system (EGP). They needed training on how to conduct business using EGP. This training was facilitated through a strong partnership with the Public Procurement and Disposal of Public Assets Authority (PPDA), enabling many businesses, especially smaller ones, to understand and use the EGP system effectively.

The collaboration between the private sector and PPDA has been successful, with a significant increase in businesses registering on EGP, now exceeding 70%. This success is attributed to the support provided by SG+ and the internal capacity built within the Private Sector Foundation Uganda (PSFU) to continue offering training post-project.

The partnership has highlighted the importance of cooperation between the government and private sector in improving the procurement

value chain. Recommendations have been made to enhance the system and encourage more dialogue on procurement issues.

Additionally, collaboration with NITA-U has facilitated the integration of various data systems, making it easier for the private sector to access necessary information from multiple agencies in one place. This includes national identity cards, bank statements, and passports, with plans to include driving licenses.

The private sector has also developed a corruption reporting facility to share experiences and engage the government with evidence, promoting transparency and efficiency. This initiative aims to reduce corruption by fostering a more efficient and integrated system, with the private sector playing a crucial role in these efforts.

Ruth Biyinzika Kasolo,
Project Director
Private Sector Foundation Uganda



Job Kijja - SG+ Governance Expert

Private Sector Foundation Uganda

The collaboration between the PSFU and the Public Procurement and Disposal of Public Assets Authority (PPDA), supported by the Ministry of Finance, has significantly improved transparency and accountability in Uganda's public procurement. The introduction of the Electronic Government Procurement (EGP) system has made procurement information more accessible and timely.

A key milestone was the 2022 MOU between PSFU and PPDA, which mobilized the private sector to engage with the EGP system. The project trained over

400 procurement specialists and created a technical working group, benefiting both public and private sectors.

PSFU also developed a corporate governance toolkit and trained 137 companies in anti-corruption best practices. The National Information Technology Authority Uganda (NITA-U) played a crucial role by promoting private sector involvement in e-government, leading to increased digital service adoption and data integration.

Key initiatives included learning exchanges, adoption of digital practices, and the establishment



Sophie Kyagulanyi - Governance Expert

Enabel, Belgian Development Agency

of a Corruption Reporting Facility (CRF) for safe and anonymous corruption reporting. This initiative has improved governance and accountability, fostering optimism within the private sector.

The efforts of Enabel, PSFU, PPDA, NITA-U, and the Ministry of Finance, supported by the European Union, have enhanced transparency, accountability, and governance in Uganda's procurement sector, promoting growth and accountability within the private sector.



UGhub
System Integration Platform

Data integration



“ We are all basically looking at one thing which is transforming lives through e-service delivery. ”

Emily Nakkazi - Manager Business Relationships

National Information Technology Authority - Uganda

The ongoing relationship between NITA-U and PSFU is healthy, strategic, and mutually beneficial.

One key factor in their successful collaboration is the strong cohesion and synergy between the two organizations.

Bringing PSFU on board has significantly advanced NITA-U's strategic objectives, particularly in increasing the uptake of e-services on the national data integration platform, UgHub. PSFU has played a crucial role in integrating the private sector into this platform,

facilitating seamless, secure, and efficient data exchange across both government and private sectors.

With PSFU's involvement, the private sector now benefits from the national data integration platform, enjoying improved service delivery. This partnership has also fostered bilateral relationships with developed countries, enhancing service delivery methods. For example, exposure to Azerbaijan's ASAN mobile services inspired the development of Uganda's e-citizen

portal, enabling the public to access government services conveniently from their devices.

To maximize the impact of data integration and digitalization, increased stakeholder engagement and change management are essential.

Additionally, a system to monitor progress and visualize the benefits of these developments will help stakeholders see the bigger picture and understand the improvements from the integration platform.



“ The relationship with PSFU has been fruitful and we gained a lot in the area of bridging the gap between the government and the private sector. ”

Tony Bbosa - Senior Systems Analyst

National Information Technology Authority - Uganda

We have been collaborating with PSFU for over five years, initially identifying mutual interests in supporting private players and facilitating access to government services while combating corruption and bureaucracy. Our collaboration includes two key projects, notably the UGhub, which involves sharing government data sets.

PSFU has provided resources not only for system design but also for managing, supporting, and sensitizing the public and private companies about available opportunities and how to utilize them. Since PSFU's involvement, there has been increased

enrollment and appreciation of our products from the private sector, alongside improved engagement and training.

PSFU's support has led to more private sector involvement, with over 60 private players now accessing data from various government entities, a significant increase due to this collaboration. The interventions have reduced direct interactions, curbing corruption tendencies and enhancing government-private sector partnerships.

We look forward to further engagements with PSFU, aiming to refine training plans and

assess the technical competence of trainees. Our ongoing efforts have encouraged small private companies to introduce innovative products and integrate with government data sets, leading to more positive outcomes and requests from private sector participants.

There is need for more sensitization, not just in Kampala but also throughout the country. We need to tell these private players what we do, how much data is available in government, and how the private sector can access it as per the guidelines of data protection and privacy law.



ELECTRONIC GOVERNMENT PROCUREMENT
Efficient | Transparent | Secure

Electronic Governance Procurement (EGP)



“ The plan is to continue engaging with the private sector. If the government cannot involve the private sector, then the government service cannot be procured through public procurement. ”

Benson Turamyie, Chief Executive Officer

Public Procurement & Disposal of Public Assets - Uganda

The EGP is a significant advancement in public procurement reforms, aimed at automating the entire procurement process. Previously, the procurement cycle was manual, requiring advertisements in newspapers and bidders to travel from various locations to participate. This cumbersome process has been streamlined through automation. By registering on the EGP, users receive notifications about opportunities and can access bidding documents, evaluate their qualifications, and participate in the tendering process entirely online.

We signed a Memorandum of Understanding with PSFU to collaborate on delivering our mandates under the SG+ project, with PPDA training the private sector on system usage. Currently, 36 entities are in the system, with 8,271 registered service providers who receive notifications

of bidding opportunities. We conducted training across 49 districts, covering sectors such as agro-processing, manufacturing, construction, tourism, hospitality, and ICT, reaching 286 suppliers. The training emphasized the legal framework, principles, and practices of public procurement, and encouraged the registration of service providers on the EGP. Through this partnership, the number of registered service providers increased from around 6,000 to over 8,000.

Additionally, radio programs and public sensitization efforts raised awareness and inquiries on how to do business with the government. Enabel’s support allowed PPDA staff to gain a global perspective on private sector involvement in the procurement processes.

Training data showed that 68.5% of participants were men and 31.5% were women, highlighting

the need to promote gender equality in public procurement. The partnership with PSFU also led to reduced human interface in procurement, minimizing corruption. The collaboration has driven significant gains, including increased service provider registration and enhanced knowledge through change management programs.

Going forward, the continued partnership between PPDA and PSFU is essential to provide more training, increase female participation, and take training sessions closer to suppliers at the district level.

Currently we have rolled out the system to 36 government entities. We want by the end of this year to have rolled out the system to the 250 and we believe that in 2025 and 2026, we should have covered the whole country.

Company stories



Javira Byaruhanga - Marketing Manager

Miika Eco Resort Hotel (Hoima)

Since our training with PSFU, we have been able to access information that we didn't have. For example, initially, you could apply for a Public Procurement and Disposal of Public Assets Authority (PPDA) certificate and it could take forever to get but now, it is a matter of downloading it from the website and in a few days, you have it. This has eased the bidding process for us.

E-procurement is saving us a lot because we no longer have to incur transport costs and it

has added value to us because we are now able to respond to many bidding documents.

The only challenge we are facing is that it is not yet fully incorporated. When you look at some government agencies, they are still doing procurement the old way.

Those days you could look at people in procurement companies as if they are just doing you a favour but now it is a matter of logging in, thanks to the training by PSFU.

“E-procurement is a good platform and a step in the right direction. We thank PSFU for introducing the system to us because we didn't know about it and by getting to know about it, we can respond and get information we didn't have at that time.”



Vincent Tukamusiime - Director

Rainford Contractors Uganda Limited (Mbarara)

We thank PSFU for the e-procurement training in 2023. It has always been a requirement from the Local Governments when we are bidding to provide the PPDA certificate and we never knew what it means. So, during that workshop, we learnt about PPDA, and subsequently proceeded to register as required.

After successfully registering, we started receiving e-mail alerts for several bids that are available from the government.

We applied to some of them from the Ministry of Water and Environment, the Office of the President among others.

For example, the costs involved in bidding through paperwork was too much, a lot of documents are needed, and you had to print a total of about five booklets which is a lot compared to the online system where you just send soft copies. Other benefits of the system is that there is less interaction with officers which may attract corruption.

The general challenges include internet accessibility but I thank the government for the e-system and it is a good experience for us.

“The system has removed that kind of connection with people and all the information is found on the system. You find most of the bids available are big projects which is a good thing for us.”



“ The benefit of digitalization is that the cost of bidding has been reduced because you do not need to incur the costs of delivering the documents. You just sit on a computer, and use some little data to send the documents. ”

Ronald Ssebaka - Finance and Administrator

Diner's Group Limited (Mbale)

Before adopting the Electronic Government Procurement system, we encountered difficulties in procuring goods from the government. When issuing a document with a price slightly lower than others, we would be awarded the contract, leading to tax issues.

The EGP system is advantageous because the details quoted in submissions, including dates and quoted amounts, cannot be altered. Any adjustments made are

documented by the system, which helps mitigate corruption issues.

With the Electronic Government Procurement system, it is impossible to submit a tender after the tender's expiration date. In the previous system, tenders could be submitted even after the deadline had passed by simply backdating them.

I remember one time when we had to deliver a bid document in Entebbe.

We left Mbale at 3:00 pm and by the time we reached, they had closed the process.

The major challenge with the system is that when downloading a certificate for a private bidding process, the system does not allow you to share it. This means that you have to print it and then scan it. I would propose that the certificate be turned into a PDF so that when we need it, it can be easily shared.



Sam Ajudi - Director

Jeroma Farmers Collection Centre (Lira)

Our company has registered with the Electronic Government Procurement system.

We are thankful to have access to this system. Over time, we've encountered numerous challenges with bid submissions and competition events. Therefore, when we navigate through the system and obtain the certificate for bidding support documents, we realize that we have significantly advanced towards our goal of competitive bidding.

I would like to thank the government and PSFU for bringing up this innovation to

support key stakeholders majorly, the companies at grassroots level. Before, it was generally very difficult to bid due to the competition in government and private systems and there was a lot of bureaucracy.

The Electronic Government Procurement system is good, and I encourage companies to embrace it because it is easy and accessible, and it beats competition because there are people who always use the back door, but the system has put this to an end.

This system has made us go far. For example, when Adventist

Development and Relief Agency (ADRA) last year called for the bidding supplies, a number of companies including those that had supplied it before applied for it but it was us who won it because the requirement is to have the PPDA certificate and we had it because of this system.

“ The good thing with this system is you cannot bribe or bypass the process. ”



“ We need to sensitise the local governments and non- government organisations to embrace EGP because it will reduce costs. ”

Sande Sayeed - Managing Director

Flosaid Engineering Services Ltd (Gulu)

The EGP system is increasingly capturing our interest.

While the EGP system is undeniably essential, it remains limited to specific groups. Only a few Procurement and Disposal Entities utilize it.

There is a pressing need to raise awareness among local governments and Non-Government Organizations about

the benefits of embracing EGP, as it promises cost reduction.

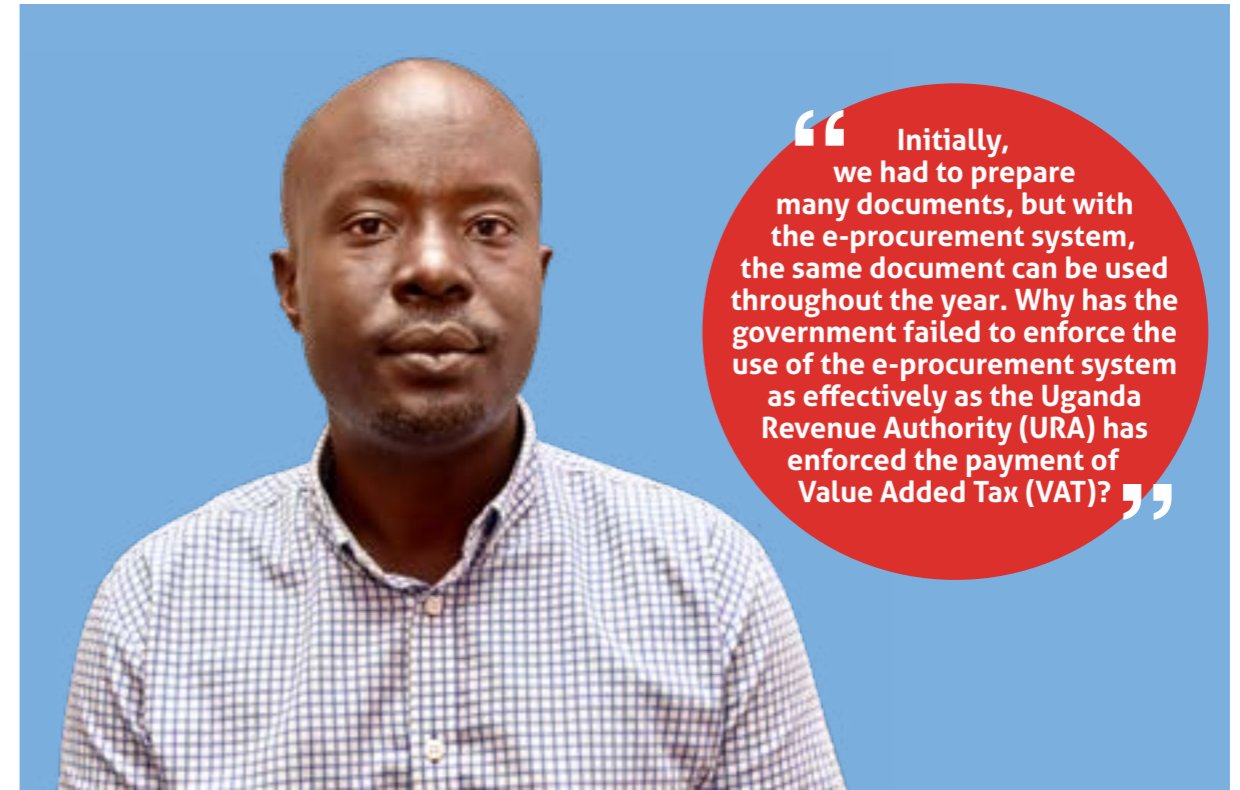
EGP has significantly aided us in numerous ways. Thanks to the certificate obtained from EGP, I secured a contract from both the Nwoya and Gulu local governments.

The primary challenge with manual procurement systems lies in their association with

corruption. Moreover, substantial funds are wasted on manual processes such as paperwork, often resulting in unsuccessful bids.

Implementing a feedback information system within EGP could enhance transparency by allowing us to report any issues that arise.

Business growth is our business



“ Initially, we had to prepare many documents, but with the e-procurement system, the same document can be used throughout the year. Why has the government failed to enforce the use of the e-procurement system as effectively as the Uganda Revenue Authority (URA) has enforced the payment of Value Added Tax (VAT)? ”

Morris Okello - Managing Director

Union and Innovation construction company (Gulu)

We underwent e-procurement training sessions in both Kampala and Gulu, with the hope that the government would extend the e-procurement system to all local governments. The manual bidding process was excessively costly, prompting us to seek the efficiency and cost-effectiveness offered by e-procurement.

We usually receive email alerts from different organizations such as Kampala Capital City Authority (KCCA), URA, Ministry of Water and Environment. If only there was an option of a joint venture where we local contractors can join forces and compete favorably in the bids.

When we got our PPDA certificate, we used it to get some jobs in some parts of the country through various NGOs. In Moroto, we are constructing an administration block.

Business growth is our business



“ Since receiving the certificate, we have won contracts and our company has grown beyond its previous stage before the EGP training. ”

Henry Ssegujja - Co-director

Herey Technical Works and Construction (Luweero)

Shortly after completing the EGP training, we promptly enrolled in the system and obtained our certificate. This allowed us to secure contracts and begin receiving bid notices whenever opportunities arose, tailored to the categories for which we had applied.

We have not yet won any bids from the system but we have hope that we shall surely win.

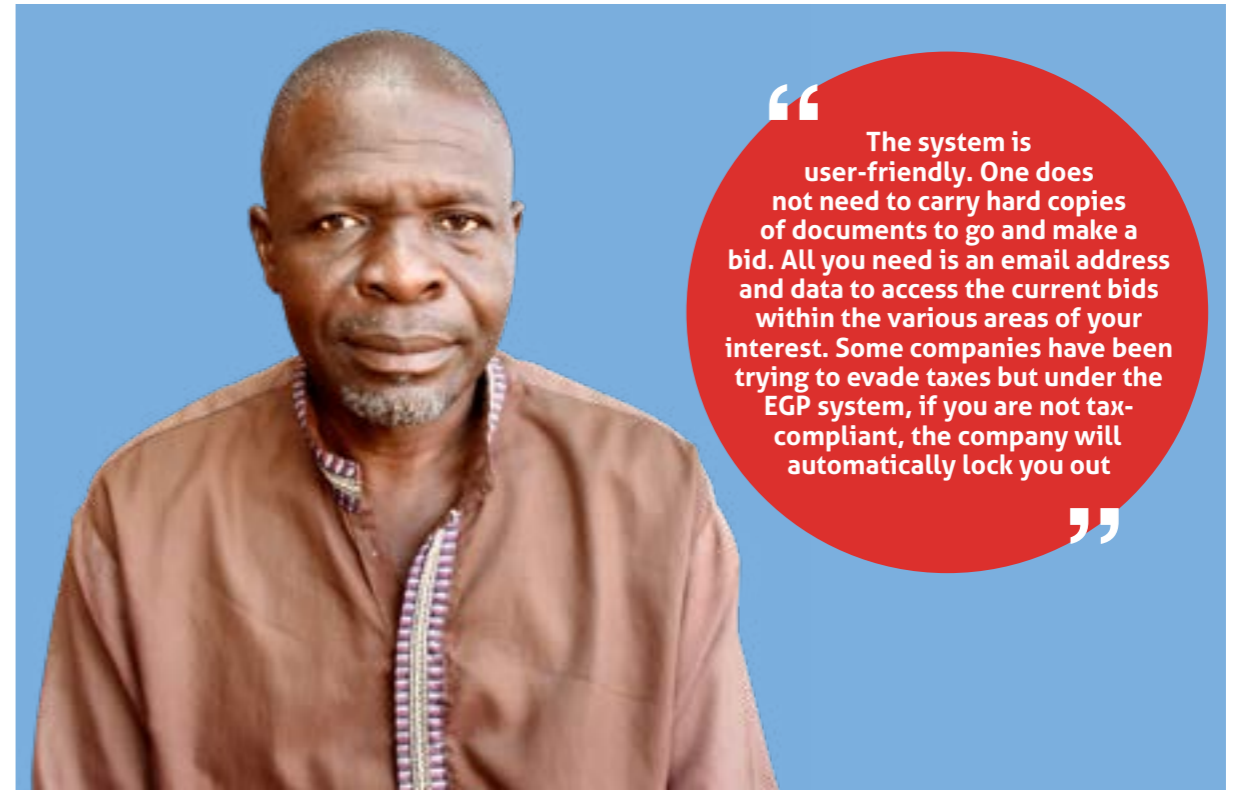
I haven't found any challenges yet with the system. I have also been able to train other people to use the it.

The only challenge or problem that we the EGP users are facing is that few government agencies have enrolled onto the system.

The government should make it a policy that all local government agencies and other organs enroll in the system.

The EGP has reduced our company's expenditure if you are to compare it to the old manual system. In the old system, one needed to buy newspapers on a daily basis but here the bids are sent directly to your email.

EGP is transparent, unlike the old system. You do not need to pay someone to alert you in case there is an opportunity.



“ The system is user-friendly. One does not need to carry hard copies of documents to go and make a bid. All you need is an email address and data to access the current bids within the various areas of your interest. Some companies have been trying to evade taxes but under the EGP system, if you are not tax-compliant, the company will automatically lock you out ”

Hamidu Ssembatya - Director

Muzanyi Yusuf Ltd (Kakira, Jinja)

In 2022, the secretary contract committee of Jinja called for a meeting about EGP at YMCA, Jinja. We were trained on how to use the system and also aided with hardcopy manual copies of how to use the system.

The first contract bid we got was to repair Kakira town council offices, which we executed well. The other bid contract that we got from the EGP system was to construct a market shade in Kakira.

As far as cost cutting is concerned, under the EGP system, one does not need to print any documents. All the work is done digitally and submitted via email.

In addition, unlike the manual system, one can monitor the progress of his/her tender on the EGP system.

Much as the system is user-friendly it is a bit slow as far as the downloading and

uploading of the documents is concerned. Secondly, the processing of the documents by companies that are looking for contractors is also slow.

The government should enroll this system in most parts of the country. Currently in Jinja, it is difficult for one to win a contract if they aren't enrolled in the system. By the way, unlike the manual system, on EGP, one can monitor the progress of his tender.



Malere Nelson - Director

Vason Engineering Services Ltd (Kayunga)

Before I attended the training on the EGP system, I had already used it and had submitted five bids although only two bids had been successful.

In 2014, we were using manual bidding, but in 2022, I enrolled in the EGP system. However, I still use the manual system too.

The local governments that I know that use the EGP system are Mpigi, Jinja, and Mukono but the rest of the local governments, are not fully enrolled in the system.

If only many districts are incorporated into the system, the limitation of bidding will be reduced. We would like to submit bids as far as Lira, but traveling from your workstation to distant places to pick up the bid documents is costly.

The biggest challenge with the EGP system is the renewal of the subscription when it has expired.

The process of renewing the subscription is a bit complicated. The system cannot allow you

to renew before the current subscription has expired.

Take for instance if your subscription is expiring tomorrow, you can not renew it today.

I once had a bid that was soon expiring but I had to first renew my subscription to submit in my bid. I had almost failed to renew my subscription. I had to make a number of phone calls and get a lot of guidance to see that my subscription is renewed.



Arafat Adris Seyoyi - Accountant

Delight Uganda Ltd (Kawempe, Kampala)

The EGP is one of the systems that we have been using daily and I first got to use the system through the PPDA website. We have been trying to use it for bidding and supplying agricultural products just in case.

The EGP centralizes all the different government entities such as the Ministry of Works, and Health among others, and this has eased our work because we do not have to go to individual ministries in search of any opportunities.

"Unlike before, when we had to submit hard copies and paperwork for bids, risking documents being

misplaced or pulled out, now we simply upload soft copies onto the system.

This not only streamlines the process but also provides a traceable record of our work."

Previously, we had to pay someone to expedite the bidding process, ensuring our bid reached its destination on time. However, with the introduction of the new system, we no longer need to rely on such methods to meet submission deadlines.

The system saves time, unlike the previous days when we had to stand in long queues waiting to submit our work.

We have made several bids through the system but have not yet succeeded. Anything in line with agricultural produce, we have been consistently submitting bids for agricultural produce-related opportunities.

The biggest challenge is that sometimes the system goes off and this hinders our bidding processes.

Trainer



Hellen Barinda - Private Consultant

We were selected to support the organizations undertaking the incubation processes. We were allocated a number of companies and it was a great experience.

We had to go on ground to interface with different firms and appreciate the challenges on ground. A number of them are small and upcoming.

They had limited policies and even those that had struggled to put policies in place had critical gaps.

A key challenge was that some of the expectations of some of the companies could not be met, thus they opted out of the exercise. It turns out that some of them expected money in form of grants. But the support was technical and

about capacity building.

I am happy that we managed to support a number of them to develop and implement policies. Many of them are already seeing the benefits of the process and have indeed improved the way they run their businesses.

Corporate Governance



Titus Ambayo - Private Consultant

I was brought on board to incubate small and medium-sized enterprises (SMEs) in anti-corruption measures within corporate governance. My focus was on enhancing key business processes susceptible to losses or corruption, such as human resource management, finance management, procurement, and business ethics.

I was responsible for incubating eight entities over a period of two months. This involved working with entities located in various areas, including Kampala, Gulu, and Kitgum.

The companies selected for incubation initially presented a challenge in terms of buy-in from some of the directors regarding the importance of corporate governance. To address this, we implemented a process of explaining the significance of corporate governance to their business operations. This involved emphasizing the benefits and long-term advantages of integrating robust governance practices into their company culture.

When asked for the policies they had in place, about 50% had them,

and the rest had nothing at all. By the end of the assignment, not only did they have policies, but their leadership had also realized the importance of corporate governance and were ready to provide the much-needed leadership to implement the policies.

I am confident that this process has significantly contributed to helping the private sector at large to understand the importance of operating their institutions in a professional and transparent manner.



Richard Osaba - Private Consultant

I was tasked with assisting a total of twelve organizations. The support I offered to these organizations included reviewing their policies. This review process covered various areas such as human resources, whistleblower policies, code of ethics, and finance.

Some of these organizations were looking at money. They were asking me after the training what would happen next. They wondered whether they would get some funding to improve their businesses.

But I assured them that the support they were receiving was even better than the money they were asking for.

“ Out of the 12, I was able to support 11. By the time I completed the exercise, many had gone through the process of approving the policies. We received a warm welcome but there were challenges along the way. ”

When some realized that we were talking about policies and not money, they stopped picking our calls. But I am confident that those that embraced the process have benefitted a lot.

Other organizations pay us a lot of money to develop such policies for them, but here were these lucky ones to receive a free service, thanks to PSFU.

Company stories



“ I believe our company is going to grow more. ”

Lonah Kedron Alinaitwe - Program and business development associate

E-quick Uganda Limited (Kampala)

We participated in the corporate governance and corruption training by PSFU. We gained a lot from it and have since implemented most of what we learned. The financial policy has helped us to eliminate corruption because everybody now accounts

for the money taken out of the company.

We did not have a procurement policy, our human resource policy had gaps, and we also lacked a financial policy.

Thanks to the PSFU training, we have since established these policies and are implementing them. Now, we can recruit people properly, from advertising to interviewing them.



Abraham Muhidwa - Managing Director

Masaihali Agro processing Hub (Kasese)

Based on the skills that we acquired from the PSFU training, we have been in position to put the human resource panels, the code of conduct, and the whistle-blowing policy in place.

We appeal to PSFU to organize more of such trainings because we believe that they are still impactful to us as a company.

In the next 3-5 years, we envision the company developing and establishing various branches in the

neighboring districts. Unlike the days before the training, we no longer face many of the challenges we previously encountered. We are now progressing with our work and we are happy with this.

There are things I used to do that I can no longer do and all this is because of the PSFU training.

We appreciate PSFU for impacting and inspiring us. We designated various duties

“ Before the training, anyone in the company could handle procurement. Now, only specific individuals are responsible for procurement, and they must get authorization and approval from the Managing Director and head of finance before proceeding. We have designated various duties to different people in the company, which has promoted operational efficiency ”

for various people in the company and this has promoted efficiency in our operations.



Charles Kisangala - Project Officer

Ahuriire Uganda Limited (Mbarara)

Before PSFU came in, we had a human resource policy but it had gaps.

We worked on the procurement manual and made recommendations that encourage whistleblowing. Throughout that process, we emphasized

the importance of addressing corruption if anyone notices it.

Regarding finance, we prepare audit reports every year. We are currently waiting for the board to approve them, as we need funding. We request that you continue giving us technical support.

We still need PSFU. We have challenges like a lack of expertise.

In the next 3-5 years in case PSFU has supported us, we shall have our project fully completed and we shall integrate it with other platforms such as Stanbic Bank among others.

Business growth is our business



Kameli Zephania Bwambale - Chief Executive Officer

Musingika Tourism Company Limited (Kasese)

“ In the next 3-10 years, we will see an excellent company that was born in Kasese. We are seeing our numbers increase from 200 tourists per month to 1,000 tourists per month. ”

Before we had the PSFU training, we had some policies such as the accounting policies and procedures manual which outlines our financial management processes including procurement prices to ensure that there is some transparency and efficiency. We had a human resource policy that provides guidelines on recruitment, employment management, and performance evaluation among others.

We are also signatories to the UN Global Compact, which prepares us to align our operations with universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

We had the communications and social media policy that we use internally to guide our communications and social

media usage because we are a tourism company and most of our communications are online but as a result of the governance and corruption training, we were able to develop two new other policies which include the code of conduct which was not well developed.

We have set it due to our interaction with Hellen Kobusinge, our mentor and we have also developed the whistle-blower's policy.

To ensure that we do not harm the environment, one of our goals is to establish a policy that provides guidance for our staff and stakeholders on how to interact with our environment appropriately. We therefore need an environmental policy soon.

As a result of the training, we have developed four principles, including transparency, documentation, and record-keeping.

Additionally, we introduced the "four eyes" policy, ensuring that cash transactions pass through more than one hand. For procurement, the requisition must go through both the CEO and the finance officer.

Although there has been an expenditure incurred in training our staff, we are progressing well.

As Musingika Tourism Company Limited, we believe that due to our working relationship with PSFU, we will require assistance in various areas, including capacity building, as well as serving as our accountability partners.



John Acire - Director

Nile Institute of ICT (Gulu)

I participated in the corporate governance training facilitated by PSFU. This training enabled me to develop a procurement policy, which we are currently implementing.

The training also helped me to tackle corruption in the company. One thing I have learned is that every company must have a procurement policy when transacting because we used to do business without documentation.

“ Previously, we did not have procurement documents and we were doing it without following any procedures. If we wanted to get a supplier, we didn't follow procedures but now we have it in place, it is well streamlined. ”

Business growth is our business



Peter Lukwiya - Director

Al maghtas Investment Ltd (Kitgum)

The PSFU training provided us with valuable insights into governance and business perspectives. We learned a great deal, including the development of human resource tools that integrate the staff code of conduct.

these best practices. However, implementing these new concepts has posed challenges for us, and we initially progressed at a slower pace. Nevertheless, we now have access to tools that were previously unavailable to us.

We are proactively engaging with other stakeholders we collaborate with to encourage the adoption of

As we move forward, we feel that this is the way to go. We continue to learn because learning never ends.

“ This tool has been a cornerstone for us to manage our company. We have also developed financial management tools that are helping us a lot in the fight against corruption and financial accountability. ”

Business growth is our business



Rosemary Kiisho Nabimanya

Narka Diaries Ltd (Kampala)

Corporate governance has been a priority for our institution, and we've gained invaluable insights, particularly in management practices. In the past, we occasionally deviated from policies, but the training we received has aligned our practices with established policies.

Currently, we are adhering to human resource, financial, and procurement policies diligently.

By putting into practice all that we learned, our work processes have become more efficient and well-organized.

This has helped us because when we are looking for funding, all the policies that we get are attached

to corporate governance and financial policy.

When we get a loan, we know how to pay it in time and most importantly how to utilise it. Corporate governance training has improved our growth.

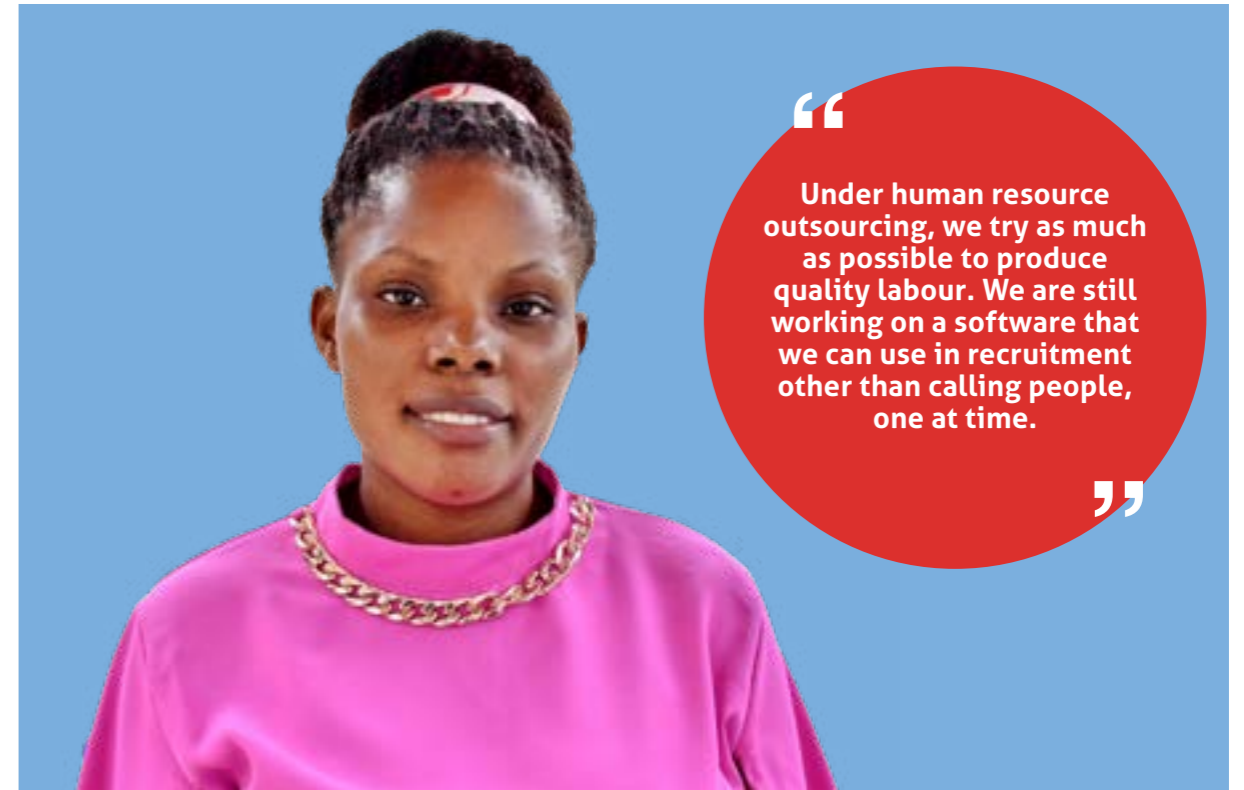
I express my gratitude to PSFU for initiating this program, as it has been immensely helpful to us. Prior to this, we lacked essential policies, and some companies operated without directors.

However, through the training and incubation process, we have successfully implemented these policies and formalized the management of our companies.

We have challenges in implementing these policies because when you set the salaries of workers and you do not have money to pay them, they will leave for greener pastures.

We lack funds and we request PSFU to source for us cheap funding so that we fully implement what we learned. Our capacity is still low and we want to be helped.

One of the lessons I have learnt is that any training is beneficial to us. It prevents risk involved. When you have the policies in place, everything runs smoothly and this is what we have learnt from the incubation process.



Tumuramy Adellah - IT Officer

Info Code Consult Limited (Kampala)

“ Under human resource outsourcing, we try as much as possible to produce quality labour. We are still working on a software that we can use in recruitment other than calling people, one at time. ”

As IT experts, it's essential for us to have policies that govern our actions to ensure the smooth operation of the company. The training on corporate governance has been incredibly beneficial in this regard.

Following our training, we integrated corporate governance policies into our recruitment program. This ensures that each prospective employee aligns with the company's expectations, avoiding hiring individuals who may not fulfill their required duties.

Before receiving training in corporate governance, everyone in the company used to handle procurement independently. We lacked a formal procurement policy, and even our IT policy was outdated.

The most significant challenge we encountered as a company was implementing the policies because each employee had their own interpretation of what was right.

When we updated certain policies, some employees who were accustomed to arriving at the office at 10:00 am found it difficult to adjust.

However, we've progressed since then. Now, when people see the logos of PSFU, Enabel, and EU on our documents, they recognize that they are dealing with professional and trustworthy individuals, reflecting our advancement in implementing best practices.



Corruption Reporting Facility (CRF)



“ I believe if well organized, this is a very good tool but also requires a lot of engagement with the stakeholders. ”

Robert Lugolobi - Private consultant

With this project, I had the opportunity to take on various roles. One of these roles involved promoting the use of the CRF as a champion, as well as analyzing the incoming data. This allowed me to gain insights into the type of information being received and identify any gaps that needed to be addressed. Overall, the private sector has been receptive to this initiative, recognizing it as a valuable means of vetting out what is happening.

They want it to be effective, they think that it can address some of the corruption challenges they face except that they also have some skepticism as they fear that

information can flow back to those people they are reporting against and they fear retribution.

They also have concerns about the credibility of PSFU to handle such an initiative because some of them believe that PSFU is closely tied to the government, thus raising concerns about who might have access to such information. They are worried about confidentiality issues and fear potential reprisals.

Additionally, there is a general sense of apathy, with some doubting that much can be achieved. They are afraid of losing business if they report corruption.

Awareness of the CRF needs to be heightened. The system should be more widely publicized, and additional training should be provided to private sector actors in its use.

The general fear among the stakeholders to report corruption is affecting this initiative and this requires sensitization. I tried to tell them about confidentiality but I think it requires PSFU to sensitize them more.

The ideal was for the beneficiary to know what has happened and report because if corruption is reported, it improves efficiency and corruption may be minimized.



Okamu Andrew - Managing Director

Technology Dynasty (SMC) Ltd (Kampala)

The CRF is such a game changer in the fight against corruption. It provides for anonymity, and that gives you the confidence that you can report any incident safely, without the perpetrator knowing and victimizing you.

When we interfaced with the private sector, the majority of them were not aware of the system. However, the PSFU staff and PPDA staff knew and understood it so well.

However, the system needs to be publicized more to ensure that more actors know and use it. It is not a fully blown out tool that everyone knows.

I believe if the tool is given more publicity, people will get to know more about it, and thus use it to their benefit.

“ For the system to hold more water, there is a need for more media publicity. From the system, I have not seen anywhere where they say that in case of corruption, please report like this. This system is still for the chosen few. ”

Business growth is our business



Yoram Atuhamize - Director

Jora Shoes Company Ltd (Kampala)

With the introduction of the CRF, we have been able to report on the cases that have been coming up.

After going through the awareness training, I shared with all the people within my circle so that they could know where to report.

Corruption reporting will generate growth in the organization because

the money that would have been used in corruption would be put to good use and people will get to account for what they do.

If the CRF is rolled out to all private sector actors and great awareness is created about it, I believe corruption will be fought from all angles in the country.

“ This is a good program that we have taken up and we appreciate PSFU for bringing it to us. ”

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Skills, attitude, governance and anti-corruption (SG+) project

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