

# **2021** **ANNUAL** **REPORT**

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**UNABCEC**



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# *Achelis*

## *We are moving to Namanve!*



As of February 2022, Achelis will move their offices to Namanve Industrial Park.

We are currently constructing our new, state-of-the-art offices with workshop, warehouse and training facility. The premises are located on Roofings Road, opposite Liberty ICD.



Partial hand-over of the premises is scheduled for January 2022. Completion October 2022.

We are very excited about our new home and the possibilities this development provides.

## *We shall see you there!*

**Achelis (U) Limited**

P.O. Box 7198, 55 William Street, Kampala / Uganda

+256 702 099616 (Johnmary Kinaalwa)

Achelis.Uganda@achelis-group.com - Johnmary.Kinaalwa@achelis-group.com

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## ABOUT US

Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) is a 28 year old member-driven, national trade association representing genuine companies and organizations engaged in construction contracting in Uganda.

The association is dedicated to fostering growth and sustainability in the ever-changing environment of commercial construction contractors, improving job site safety, expanding the use of cutting edge technologies and techniques and strengthening the relationships between contractors and clients.

It is the principle interface between the Construction Industry on one hand, the public, development partners and the Government on the other.

### UNABCEC Secretariat

Uganda National Association of Building and Civil Engineering Contractors (UNABCEC)



Plot M764, Coronation Avenue,  
UMA Show Grounds, Lugogo  
P.O Box 34046, Kampala  
Tel: +256 392 795036  
Email: unabcec@unabcec.co.ug  
www.unabcec.co.ug

### VISION



To be the lead engine for growth and development of the construction industry in the region.

### MISSION



To promote and protect the shared interests of members, and the construction industry as a whole, through mobilization, advocacy, networking, and innovative service provision.

### CORE VALUES



- Integrity and honesty.
- Transparency and accountability.
- Commitment.
- Client orientation.
- Professionalism.



### STRATEGIC OBJECTIVES

1. To Strengthen Governance and Management systems
2. To develop strong membership and collaborations
3. To ensure responsiveness to market needs in service provision
4. To strengthen the institutional resource capabilities
5. To promote visibility, advocacy and lobbying for favorable business engagements.



## UNABCEC Past Chairmen



Hon. Eng. Dr. Daudi Ssubi Magezi  
CHAIRMAN UNABCEC  
R.I.P 1993 - 1995



Hon. Eng. Katwiremu  
Yorokam Bategana  
CHAIRMAN UNABCEC  
1995 - 1997



Godfrey Zaribwende  
CHAIRMAN UNABCEC  
1997 - 2005



Dr. Dan T. Indiwensi  
CHAIRMAN UNABCEC  
2005 - 2007



Eng. Birantana Gumisiriza  
CHAIRMAN UNABCEC  
2007 - 2013



Eng. Jonathan wanzira  
CHAIRMAN UNABCEC  
2013 - 2015



Francis A. Karuhanga  
President NABCEC  
2019-2021

## UNABCEC Board of Directors 2019 -2021



JamesOne Olonya  
President



Sybella  
Namirembe  
Treasurer



Agaba  
Edwin  
Director



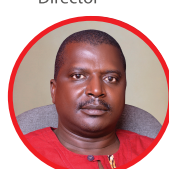
Alice  
Bongyeirwe  
Director



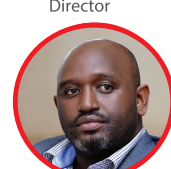
Robert Ssenozi  
Director



Mark  
Nsubuga  
Director



Moses  
Tiberondwa  
Director



Agaba  
Collin  
Director



*Congratulations to the 3rd Board of Directors upon the successful completion of your term of office 2019 - 2021. Thank you for your dedicated and selfless service that has seen the UNABCEC flag fly higher than ever before.*



Eng. Ronald  
Mugabi  
Director



Can. Eng. Jonathan  
Mwedde  
Director

## UNABCEC Secretariat 2021



Elizabeth Muhebwa  
Executive Director



Nuwagira Jetty  
Finance/Admin  
Manager



Flavia Kebirungi  
Administrator



Ibrahim Kasiita  
Membership  
Consultant



Mike Serunkuma  
Programs Officer



Harriet Asabiti  
Office Attendant



Golooba Vincent  
Membership Officer



*Uganda National Association  
of Building and Civil  
Engineering Contractors Ltd .*

# 28<sup>TH</sup> ANNUAL GENERAL MEETING

*Imperial Royale Hotel, Kampala, 9th December 2021*

# Agenda

Sn.	Time	Item	Responsibility
<b>SESSION 1: ANNUAL GENERAL MEETING</b>			
1	8:00am – 9:00am	Arrival of Members and Registration	Secretariat
2	9:00am – 9:05am	Health Moment	Hotel
3	9:05am – 9:20am	Opening Prayer, Adoption of the Agenda, & Introductions.	
4	9:20am – 9:55am	Welcome Remarks and Presentation of President's Report 2021	Mr. JamesOne Olonya <i>President</i>
5	9:55am – 10:25am	Review & Confirmation of minutes for the 27th AGM	Mrs. Elizabeth Muhebwa <i>Executive Director</i>
6	10:25am	Working tea	Hotel
7	10:25am – 10:55am	<ul style="list-style-type: none"> <li>• Presentation of Audit Report for FY2020</li> <li>• Confirmation of Auditors for FY2021</li> </ul>	Ms. Sybella Namirembe, <i>Treasurer</i>
8	10:55am – 11:55am	Election of New Office Bearers for the 4th Board of Directors	Chairperson Interim Nominations and Elections Committee
<b>SESSION 2: CLOSING CEREMONY</b>			
9	11:55am	Arrival of Guest of Honor and other Invited Guests	Secretariat
10	11:55am – 12:05pm	Acceptance Speech by the President Elect	President Elect
11	12:05pm – 12:35pm	Panel Discussion Topic: Harnessing Sustainable Construction Business <b>Panelists:</b> 1. Eng. Samson Bagonza – Engineer in Chief, MoWT 2. Mr. Andrew Mwenda – Business Analyst 3. Mr. Venugopal Rao – CEO Dott Services Ltd 4. Stanbic Bank Representative, 5. Achelis Uganda Representative 6. KCB Bank Representative	Moderator
12	12:35pm – 1:00pm	Q&A	Moderator
13	1:00pm – 1:10pm	Awarding of outgoing Board Directors	Hon. Gen. Katumba Wamala Minister of Works & Transport
14	1:10pm – 1:40pm	Closing Address from Guest of Honor	
15	1:40pm – 1:45pm	Group Photo	All
16	1:45pm	Lunch & Departure at leisure	All





# PRESIDENT'S REPORT

**MR. JAMESONE OLONYA**

## GREETINGS AND WELCOME

Guest of Honour, Proprietors, CEOs, Directors, Representatives, All Invited Guests, Ladies and Gentlemen;

1. On Behalf of the 3rd Board of Directors of Uganda National Association of Building & Civil Engineering Contractors (UNABCEC), I am pleased to welcome you all to this 28th Annual General Meeting.
2. Besides the global Corona Virus pandemic and the election insecurities that made 2021 so challenging socially and businesswise, the loss of our own Francis Karuhanga (RIP), who at the time of his death was the President and had led this Association to greater heights was another bombshell to the Association. (I request that members observe a moment of silence to honour and appreciation his memory and legacy in the Association and the industry at large.)

## INTRODUCTION

1. This year's AGM is special because the Association is going to elect the new Board of Directors that will oversee the association's activities for the next three years (2022-2024).
2. I would like to thank fellow members of the outgoing Board of Directors, who have been in office since 2019 for their selfless contribution to the Association, guiding management in fulfilling the Association's mandate.
3. Our work through the secretariat has concentrated on increasing the relevance of the Association to members and other stakeholders and addressing key issues affecting the construction industry of Uganda at large—as I will brief you shortly.
4. I also wish to thank all Association Members who have supported the Association and engaged in its activities amidst the turbulent periods in the past two years and the Secretariat, headed by Mrs. Elizabeth Muhebwa for the commendable efforts towards delivering on our mandate.
5. Allow me present to you, on behalf of the outgoing Board of Directors, highlights of key achievements of the Association in the year 2021—in line with the five (5) strategic objectives of the association.



## OBJECTIVE 1: TO STRENGTHEN GOVERNANCE AND MANAGEMENT SYSTEMS

The strength of our voice as an Association is dependent on the strength of UNABCEC as an institution. The following activities were handled under this objective;

### a. Strengthening the Association's Governance Structure

Following the demise of the former President, Mr. Francis A. Karuhanga (RIP) in January 2021, the Board embarked on the process of appointing a new President to assume the office and carry on the legacy of the Association. In accordance with the UNABCEC Constitution, I was appointed by the 3rd Special Board Meeting held on 11th February 2021, as the new President, to serve and complete the abdicated term of office (2019 – 2021).

### b. Valuation of the Association office premises

Considering that there had not been any revaluation of the Association property since acquisition, the Board Meeting that took place on 21st November 2020 resolved to revalue the Association's Land and Building on which office premises are located.

Accordingly, the Association's Office premises seated on Plot M764 Coronation Avenue at UMA Show Grounds, Lugogo were revalued and put at UGX 220,000,000 and UGX 185,000,000 for the land and the office building respectively.

### c. Maintaining and Updating the Resource Library

A Resource Library was set up at the Secretariat, which is regularly updated to include information relevant to members in their day-to-day business. The information kept in this library includes; Daily Advertised Tenders; Awarded Tenders; Relevant Acts and Guidelines; Standard Bidding Documents; and other information pertinent to the Construction Sector.

Please feel free to reach out to the Secretariat, should you need any information or documents relevant to Construction Business.

## OBJECTIVE 2: TO DEVELOP STRONG MEMBERSHIP AND COLLABORATIONS

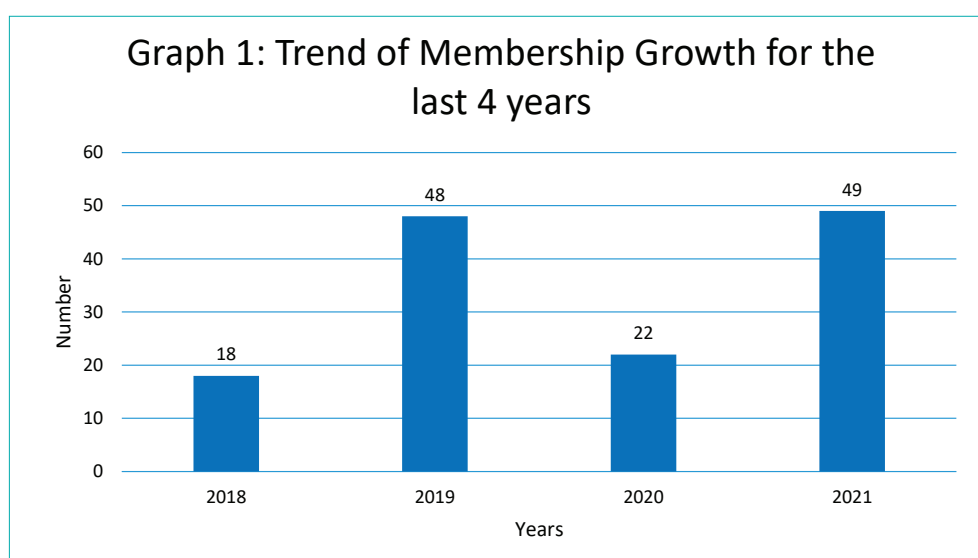
For the Association to have a bigger voice that can be heard, it must have big numbers in terms of membership, notwithstanding the activities that show relevance of the association to members.

Below are the illustrations of the activities performed towards achieving quality membership and collaboration.

### a. Membership recruitment

This year, membership recruitment has grown by 123%, from twenty-two (22) of 2020 to forty-nine (49) new members. A graph below shows the trend of membership growth for the last 4 years.

*See Graph 1 below.*



### b. Member Courtesy Visits

As a measure to strengthen the relationships between our members and the Association, we have carried out courtesy visits, and got in touch with various members; through the Projects Monitoring Unit at the secretariat. These visits are aimed at;

i) Updating members on the services offered by the Association and reassure them of UNABCEC's commitment to serve them diligently,

ii) Ascertaining the challenges members are facing and how the Association can help overcome them,

iii) Discussing available opportunities in the sector and the need to build synergies amongst members to be able to leverage on each other's capabilities and become a strong and formidable force to execute big projects.

### c. Member Support Services

i) **Recommendations:** The Association has continued to recommend her members particularly in support of the bidding processes that members engage in (in form of acquiring letters of comfort for hire/lease of equipment as a requirement in the tender process).

Over 41 members have benefited from this

product. More 35 members were recommended to potential employers, without limit to; Pharmaceutical Society of Uganda, Design 256 Ltd for construction works, etc.

**ii) Travel Permits:** Following the Presidential Address on COVID19 of 18th June 2020 that instituted a total lockdown in the country, but allowed continuation of essential services like construction, the Association applied for Travel Permits on behalf of the members, to allow them access their sites and offices during the lockdown period.

Consequently, 206 vehicles of our members were cleared to move, both within and outside Kampala Metropolitan Area.

**iii) Tender Portal:** We have also continuously circulated information on advertised tenders to all members to enable them find new jobs with minimum interruptions.

### d. Collaborations/Partnerships

In order to deliver on this activity, new collaborations have been created and the existing ones strengthened as follows:

*See table below.*

S/N	Partner(s)	Description/ Rationale of the collaboration
1	District Local Governments namely: Kagadi, Kakumiro, Kayunga, Kibaale, Kassanda, Kyegegwa, Mityana, Kyenjojo, Nakasongola, and Nakaseke, NGOs like GIZ Uganda Office, and FINN Church Aid, and other entities like Total E&P,	We have strengthened collaborations with these selected government entities and NGOs which have included a UNABCEC Membership Certificate as part of their bidding requirements thereby giving UNABCEC Members a competitive advantage over the rest of the bidders.
2	Public Procurement and Disposal of Public Assets Authority (PPDA)	UNABCEC in partnership with PPDA and other entities represented Uganda at the East African Procurement Forum in Kigali, Rwanda where International Best Procurement Practices were benchmarked, as well as promotion of the Association Visibility.
3	Uganda National Roads Authority (UNRA)	The strengthened UNRA-UNABCEC partnership has seen an increase in Local Contractors' Participation in executing UNRA Projects from the previous year's 25% of the value of works to 38.8% in 2020/2021.



S/N	Partner(s)	Description/ Rationale of the collaboration
4	Private Sector Foundation of Uganda (PSFU), Uganda Association of Consulting Engineers (UACE), UIPE, CoST Uganda	Partnering with these organizations has provided us a platform to amplify the voice of the construction industry and promote best business practices.
5	Smart Compliance Ltd	UNABCEC partnered with Smart Compliance Ltd to offer construction related trainings to our members at a subsidized fee (10% discount).
6	KCB Bank Uganda Ltd	With the UNABCEC - KCB Bank Partnership that was launched at our CEO Social Event this year, members are set to enjoy Special Trade Finance Offers to aid the bidding process and working capital financing.
7	Ministry of Works & Transport	The Association is represented on, among other for a; the Construction Industry Development Committee (CIDC), which was constituted to advise the Ministry of Works and Transport on policy issues relating to the development and regulation of the local construction industry, and the MoWT Technical Working Group tasked to review and update the general specifications for roads and bridge works (2005)
8	Engineers Registration Board	Through ERB, UNABCEC participated in the EAC National Meeting on implementation of Mutual Recognition Agreements for Engineers on 28th and 29th October 2021.
		UNABCEC is also represented on the ERB Adhoc Committee constituted to discuss and advise the Minister of Works and Transport on the government's proposal to merge UNRA with MoWT
9	Soroti University	UNABCEC represents interests of the Private Sector of the construction industry on the university's governing council
10	UTC Kichwamba	UNABCEC represents interests of the Private Sector of the construction industry on the college's Industry Advisory Committee
11	Other Ministries, Departments and Agencies	We have also strengthened our partnerships with many more MDAs like PAU, KCCA, Ministry of Trade, Industry and Cooperatives, etc.; in our goal to promote the voice of the industry.

### OBJECTIVE 3: TO ENSURE RESPONSIVENESS TO MARKET NEEDS IN SERVICE PROVISION

The following activities have been performed in order to ensure responsiveness to market needs in service provision.

#### a. Members' Trainings

In a bid to sensitize members about relevant issues affecting their businesses, the following webinars were held in this year;

i) Webinar on Electronic Fiscal Receipting and Invoicing System (EFRIS) in partnership with Uganda Revenue Authority (URA). Over 96 members were trained in matters of EFRIS on 4th February 2021.

ii) Online SME Business Survival Training in collaboration with GIZ that equipped 25 of our members with business survival, resilience and continuity skills post covid19.

iii) Webinar on Load Limits and Vehicle Dimensions was held on 6th May 2021 in partnership with UNRA, with an aim of sensitizing members on compliance with axle load and gross load limits across the road network; as well as acceptable vehicle dimensions' limits when loaded with cargo.

iv) The Virtual CEO Social Event held on Thursday 12th August 2021 via zoom under the theme Sustainable Business Leadership, with Dr. Patrick Bitature as the Guest Speaker. The event benefitted over 90 participants with best practices to ensure business continuity.

#### a. Graduate Training Program

After the completion of a pilot program of 2019 that saw a number of applicants taken up and trained by member companies, the 2nd intake of the program was rolled out this year.

This intake included Degree and Diploma Graduates of Construction and Engineering related courses including; Building and Civil Engineering, Construction Management, Quantity Surveying/ Building Economics, Water Engineering, Mechanical Engineering, Automotive and Power Engineering, Electrical Engineering, & Land Surveying.

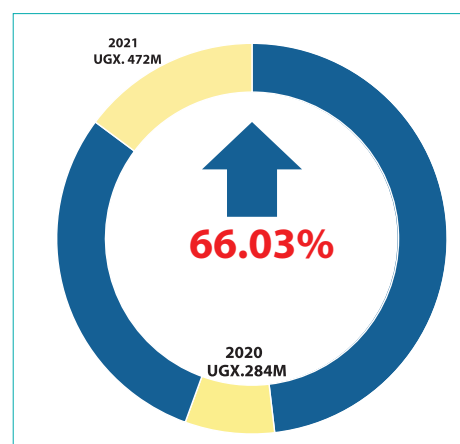
An online orientation of the shortlisted applicants was held on 24th March 2021 to prepare them for the employment world.

I continue to call upon all members to support the program by taking on Trainees on the list available at the secretariat and the website.

### OBJECTIVE 4: TO STRENGTHEN THE INSTITUTIONAL RESOURCE CAPABILITIES

#### a. Revenue Collections

As of 30th September 2021, we registered a 66.03% increase in collections from last year's UGX 284,447,687 to UGX 472,289,105. The information is detailed in the Financial Report on **page 47** of this Annual Report.



### OBJECTIVE 5: TO PROMOTE VISIBILITY, ADVOCACY AND LOBBYING FOR FAVOURABLE BUSINESS ENGAGEMENTS

Under this strategic objective, we have made strides in improving the Association's brand visibility as well as representing the interests of members to government and to lobby for better policies, a conducive business environment as well as a levelled playing field through the following activities;

#### a. Creation of a Levelled Playing Ground



UNABCEC President; Mr. James One Olonya presenting at the UNRA - UNABCEC engagement on 11th March 2021.

S/N	Issue	Proposals	
1	E-Invoicing on uncertified Interim Payment certificates	Allow submission of payment certificates for the review and approval process and E-Invoices be submitted after Certification.	
2	Presidential directives on Involvement of UPDF in public construction works.	<p>a) Use of the PPP model in order to leverage the synergies that will be created through the UPDF working with the Private Sector and sharing resources to enable skills transfer.</p> <p>b) UPDF be supported to take on more complex projects like railways, dams, and irrigation.</p> <p>c) Engage PPDA to work on modalities for improving transparency in all Public Contract Procurements.</p> <p>d) Implementation of the National Construction Industry Policy, 2010, particularly enacting the UCICO Bill whose objective was to improve coordination, regulation and development of the Sector.</p>	
3	Addressing factors affecting Contractors' Cash Flows and Capacity Building	<p>During this Year's Annual Engagement between Uganda National Roads Authority (UNRA) and Contractors under UNABCEC, deliberations on issues affecting Contractors were made and the following proposals presented;</p> <p>i) Setting up a joint team to fast-track implementation of action points from the previous annual engagements.</p> <p>ii) Signing an MoU for joint monitoring of Contractors' performance</p> <p>iii) Addressing a number of factors affecting contractors' cash flows in matters of bid bonds, performance bonds, advance payments, retention, interim payments and fluctuations.</p> <p>iv) Initiating an Affirmative/Incubator Program for Local Contractors doing paved road works</p> <p>v) Improving the procurement performance.</p> <p>Similar proposals are also being prepared for submission to the rest of the different entities that employ our members.</p> <p>UNABCEC also petitioned the Speaker of Parliament to promote a model that is aimed at acceptance of Performance Bonds by Local Insurance Companies, instead of Bank Performance Securities for Government Contracts and requirement of lighter qualification criteria for National providers in comparison with the foreign counterparts bidding for the same project. Efforts are underway to see through this proposal.</p>	
4	Outstanding payments to contractors	UNABCEC engaged the PS/ST of the Ministry of Finance in our correspondences dated 10th June and 2nd November 2021 proposing a release of funds targeted to pay outstanding arrears to enable continuation of works and secure the private sector to weather the economic storms.	



	Target MDA	Achievement
	Uganda National Roads Authority (UNRA)	UNRA agreed to the proposal.
	a) H.E the President of Uganda  b) Speaker of Parliament of Uganda	<p>A letter was submitted to the Office of The President and a petition to the Speaker of Parliament to cause a credible review of this directive.</p> <p>Efforts are ongoing to secure audience with the two offices to further expound on our position.</p>
	a) Uganda National Roads Authority (UNRA)  b) Speaker of Parliament of Uganda	<p>A UNRA - UNABCEC Technical Adhoc Committee was set up to oversee the dissecting and implementation of these proposals. The committee in their meeting on 24th August 2021 approved the following proposals;</p> <ol style="list-style-type: none"> <li>1) Reduction on the percentage of retention on a project from 10% to 5% where by 2.5% is released at substantial completion and the remaining 2.5% after the defects liability period.</li> <li>2) Up to 20% Advance guarantee payment.</li> <li>3) Consideration of bid securing declaration letter instead of extending the bid bonds in case of expiry of the initial security.</li> </ol> <p>During the engagement, UNRA also informed us that 2000kms of low cost seal road project (Affirmative Program) is being planned to last over a period of 5 years to deliberately train local contractors in road construction. To this regard, a list of members with substantial experience in road construction was compiled and submitted to UNRA for consideration in this project.</p>
	Ministry of Finance, Planning and Economic Development	Follow up is being made to ensure members' arrears are paid.

S/N	Issue	Proposals	
6	Improving Private Sector participation in Public Procurement/ Capacity Building Strategy for Local Contractors	<p>a) Creating an enabling environment for Sustainable Construction Business; by building National Culture towards Construction Business' interest, competence, resilience, and growth.</p> <p>b) Regulation of the industry.</p> <p>c) Establishment of a Construction Industry Development Fund at Uganda Development Bank to offer fair and affordable financing to national contractors undertaking government projects.</p> <p>d) Government to develop a specific National Provider Development Plan to improve the National Provider Performance in the identified development areas which allocates resources and monitors progress in relation to improved performance. For instance; Initiation of a 10-year Strategic Programme with total of 1,850km as an Affirmative Road Development Pilot Projects to deliberately address the critical need for national paved roads construction providers.</p> <p>e) Entrenching the national reservation scheme with exclusive thresholds in procurement of works; Shs15 billion for all roads and bridge works and Shs10 billion for all other works be given to national providers, Shs15 billion to Shs45 billion for all road and bridge works and Shs10 billion to Shs15 billion for all other works be given to both national and resident providers.</p> <p>f) Procurement and Disposal of Public Assets Authority (PPDA) should clearly redefine a "National Provider &amp; Resident Provider". A Nation Provider should mean a provider/ company wholly owned by Ugandan Citizen(s) and a resident Provider should mean a provider-owned or controlled by non-citizens of Uganda who have residence status in Uganda with prerequisite permission to work in Uganda. A resident provider may be a company, joint venture, partnership, association or consortium not wholly-owned by Ugandan citizens but incorporated in Uganda and has been operational in Uganda for at least ten (10) years at the time of submission of a bid, with demonstrated evidence of doing business and complying with relevant statutory obligations including taxes, NSSF, licencing and compliance with standards.</p> <p>g) Review the Minimum Average Annual Turnover requirement to half of the total estimated Annual Contract Value of the proposed works.</p>	

Target MDA	Achievement
<p>a) Ministry of Education and Sports,</p> <p>b) Ministry of Works and Transport,</p> <p>c) Ministry of Finance, Planning and Economic Development,</p> <p>d) Public procurement and Disposal of Public Assets Authority,</p> <p>e) National Planning Authority,</p>	<p>a) A Construction Industry Development Committee (CIDC) was constituted to advise the Ministry of Works and Transport on policy issues relating to the development and regulation of the local construction industry and the impeding mainstreaming of the functions of the UCICO.</p> <p>b) A Technical Adhoc Committee consisting of the Ministries of Finance and Works, National Planning Authority, PPDA and UNABCEC was constituted to further discuss these proposals aimed at developing capacity of local contractors and formulate a cabinet memo for presentation to cabinet.</p> <p>c) PPDA recognises UNABCEC as the only umbrella body on matters relating to the construction contracting sector.</p> <p>d) UNABCEC has had the privilege to participate in authority's activities and technical working groups related to the sector; crafting and reviewing important policy documents like the Preference and Reservation Scheme regulations, National Local Content Bill (2020), PPDA Appeals Tribunal (Amendment) Bill, etc.</p> <p>e) The Hon Minister of Finance, Planning and Economic Development (Hon. Matia Kasajja) recommended the Association to work with Uganda Development Bank (UDB) to offer affordable financing to members. The Association is currently engaging the bank on building capacity of our members.</p> <p>f) The Ministry of Works and Transport partnered with United Nations Industrial Development Organization (UNIDO) to set up a Training School for Plant Operators. Construction of the School in Luwero is set to commence in 2022 and development of the Curriculum is underway.</p> <p>g) The MoFPED is currently undertaking a review of the criteria for Contractors Registration and Classification System (eCRCS) that will ease the regulation of the industry providers. The Ministry will be briefing us about this exercise in our closing ceremony of this meeting.</p>

S/N	Issue	Proposals
6	Improving Private Sector participation in Public Procurement/ Capacity Building Strategy for Local Contractors	<p>h) On the requirement of past experience on projects which entities have never awarded to local contractors, at least, a project with 30% of similar desired works executed in Uganda should qualify the local bidder for consideration.</p> <p>i) In relation to specific experience of two projects by the bidder should be tagged to at most 20% of the estimated value of works, but such work should never include tasks provided by specialist works. Bidders should instead only be required to provide joint deed of undertaking with the specialist works providers they propose in their bids.</p> <p>j) Demonstration of financial resources should not exceed the Advance Amount to be provided under the contract.</p> <p>k) Demonstration of required equipment should be limited to only equipment whose utilization on works is 70% of time on the works and should exclude Specialized Suppliers equipment, e.g.: The Stone Crusher and hot Mix Plants on Road Projects. Bidders should instead only be required to provide joint deed of undertaking with the established providers.</p> <p>l) Demonstration of mandatory placement of graduate interns for every bidder should be a requirement to projects' award.</p> <p>m) Specifically, 30% of value of works for subcontracting on works above the national set thresholds should be refined to ensure that such works are subcontracted—and to be identified at design stage by the entity which will then allocate Prime Cost Sums for the identified subcontracting works. The associated Employer's Requirements, including the allocation of Prime Cost Sums in the Bidding and Contract Document for the project would ratify process and help the subcontractors; so as to avoid cases whereby projects fail due to under quoting just for the aim of winning bids. Furthermore, it will avoid biases from the Foreign Providers who are always tempted to quote lower prices on works earmarked for Subcontractors to fail the National Policy Objectives.</p> <p>n) There must be plausible representation of/ consultation from the Private Sector in the Bid Documents' Formulation Process.</p> <p>o) Establishment of a training center for Plant Operators</p> <p>p) Registering and classification of all providers in construction business.</p>



The major challenge faced during execution of this activity is the members' hesitation to provide the data required to beef up the advocacy campaigns. Members are also encouraged to work together as joint ventures/consortiums to allow them gain capacity required to execute mega projects.

**b. The Contractor Magazine**

This year, two issues of The Contractor Magazine have been published; that is, ISSUE 16 under the theme Construction for Generations in June 2021, and Issue 17 which is a tribute to our colleague and former President, the late Francis Karuhanga in December 2021.

**c. Corporate Social Responsibility**

UNABCEC joined the government of Uganda's campaign on Covid-19 vaccination through partnering with Kampala Capital City Authority (KCCA) to allow safe reopening of the economy. Setting up a vaccination centre at the Secretariat Office scaled up accessibility to the vaccine and convenience to over 647 beneficiaries including members and the general public.

## CONCLUSION

At this point, I would like to once again extend my deepest appreciation to my fellow Directors, you our Members, the Management Team, Staff, and all Partners and Stakeholders for your contribution and loyal support, which has enabled the Association to attain the above enumerated mileage.

As we move into the elections of the new office bearers for the Board of Directors 2022-2024, I wish to call upon all members present to participate in an orderly and peaceful manner.

After this meeting, we have organised a closing ceremony where a panel of great minds shall be dissecting a very important topic on *"Harnessing Sustainable Construction Business."* All members are encouraged to participate in this ceremony and interact with industry's leaders and stakeholders.

I wish you a Merry Christmas and a Prosperous 2022.

Thank you and God bless you all.

**JAMESONE OLONYA**

**PRESIDENT**

## Activities through the lens



The Chairperson Membership and Publicity Committee of UNABCEC, Eng. Ronald Mugabi (2nd Left) and Managing Director of KCB Bank, Mr Edgar Byama (3rd left) at the signing ceremony of the M.O.U for KCB-UNABCEC Partnership that offers exclusive trade finance packages to UNABCEC Members



**UNRA and UNABCEC hold their annual stakeholders engagement on 11th March 2021 at UNRA offices in Kyambogo.**

**LEFT:**  
**UNABCEC President Mr JamesOne Olonya sharing a light moment with the UNRA ED, Ms Allen Kagina**

**BELOW: UNABCEC Members in attendance**



**UNABCEC Executive Director and the Projects Officer in a meeting with officials of E4D-GIZ and UNRA discussing the proposed tripartite partnership for training of Earth Moving Equipment Operators**





**UNABCEC team headed by the Executive Director pays courtesy visit to Kakumiro, Kibaale and Kagadi District Local Government Leadership to strengthen the relationship between UNABCEC and the respective entities.**

**ON TOP: With Mr. Sentaayi Joseph (4th left), the Chairman LCV of Kakumiro DLG;**

**ON THE LEFT - with Ms. Ajwang Dorothy (2nd Left), the Chief Administrative Officer of Kibaale DLG**

**And BELOW: with Mr. Ndibwami B. Yosia (3rd right), the Chairperson LCV Kagadi DLG)**







ABOVE AND LEFT: UNABCEC joins government of Uganda's campaign on Covid19 vaccination as part of her Corporate Social Responsibility.

**COVID-19 VACCINATION DRIVE**

Let's hit the 4.8 million target to allow safe reopening of the economy. **We can do it!!**

**Dates:**  
14th, 21st, & 28th October 2021  
12th 16th & 23rd November 2021

**Venue:**  
UNABCEC Secretariat  
UMA Show Grounds, Lugogo  
next to Multipurpose Hall

+256(0)392795036  
unabcec@unabcec.co.ug  
@UNABCEC @UNABCEC\_UG

BELOW: UNABCEC Executive Director (4th right) with other Ugandan delegates at the 13th East African Procurement Forum that took place on 15th and 16th April 2021 in Kigali Rwanda







ABOVE AND BELOW: Some of the beneficiaries of our Covid-19 vaccination campaign.



Executive Director (2nd right) taking part in the UNRA Annual Performance Conference at UNRA offices in Kyambogo. On her right is Ms. Allen Kagina, the Executive Director UNRA and Hon. Fred Omach, Chairman Board of Directors UNRA

# MESSAGE

## FROM EXECUTIVE DIRECTOR

Elizabeth Muhebwa



A very warm welcome to you all to the 28th Annual General Meeting of Uganda National Association of Building & Civil Engineering Contractors.

"Change is the only constant in life" as put by the Greek philosopher Heraclitus. 2021 has definitely been a year of change for UNABCEC, Uganda as a whole and globally. Change comes along with challenges, opportunities and new beginnings.

Although saddened by the loss of our former president, Francis Karuhanga (RIP) who was a key pillar of this Association, we were blessed to receive Mr. James One Olonya; the new President as appointed by the 3rd board of directors to take on the mantle and complete the late's abdicated term of office bringing with him a wealth of knowledge and leadership expertise to the Association.

This year has also been an opportunity that has seen more new members join the Association. This is owed to the improved service delivery, the dedicated team at the secretariat and the increased relevance of the Association in the industry. New members always bring new ideas and energy to the Association. In this year, forty-nine (49) members took a noble step to join the umbrella body that brings together all genuine contractors and other companies and organizations engaged in construction contracting in Uganda. In a special way, I take this opportunity to welcome these new members **(see table on the Right);**

Members are always our first priority at UNABCEC as we pride ourselves in transforming the construction contracting sector by championing better regulation and enhancing operational integrity. We assure you of the dedicated service which you will soon become familiar with that makes UNABCEC your special home.

Please bookmark, our website ([www.unabcec.co.ug](http://www.unabcec.co.ug)).

[unabcec.co.ug](http://unabcec.co.ug)) where you will always find the complete information on our programs and activities. Also follow us on social media platforms (Facebook @UNABCEC and Twitter @UNABCEC\_UG) to keep updated on what your Association is doing on your behalf. There are so many ways for you to get involved in your association's activities, key of which is engaging the Secretariat on matters affecting your business.

As we welcome the new board (the 4th Board of Directors) and mark our mid-term into our strategic plan (2020-2024), our promise of quality service to you is the same promise we encourage you, our members to extend to your own clients to distinguish yourselves as paragons of quality service in the provision of construction services in our country.

Our strength over the years to date, lies in our ability to speak with one voice on matters affecting our industry and to negotiate concessions for the collective benefit of our members.

### ELIZABETH MUHEBWA

S.NO	NAME OF COMPANY	CLASS
1	Mota Engil Uganda Limited	A-1 Local
2	Krishna Construction Co. Ltd	A-1 Local
3	Pearl Engineering Company Ltd	A-1 Local
4	Networld Uganda Limited	A-3
5	Hest Engineers Company Ltd	A-3
6	Awico Engineering Company Limited	A-4
7	Bana Enterprises Ltd	A-4
8	BMP Engineering Services Limited	A-4
9	Doxa Engineering (U) Ltd	A-4
10	Royal Transit Limited	A-4
11	Jinako Engineering Works Limited	A-4
12	Rubrima Africa Ltd	A-4
13	Global 21st Engineering Ltd	A-4
14	Capital Logistics and Construction Ltd	A-4
15	Moha Construction Limited	A-4
16	Tradint Limited	A-4
17	Beru Investments U Ltd	A-4
18	Madika General Services Ltd	A-4





**The Executive Director together with the Project Monitoring Unit(PMU) pays a courtesy visit to UNABCEC Members (Below: at Abubaker Technical Services with the MD Hajji Juma Kalema) and on Top at Continuum Engineering Limited with the MD Mr. Hatejeka Godfrey)**

19	Earls Associates Ltd	A-4
20	ISB Consult Ltd	A-4
21	Sany Ventures Ltd	A-4
22	Rosanah Investments Ltd	A-4
23	Empa Associates Limited	A-4
24	Exponential Ventures Ltd	A-5
25	Winrar Services Limited	A-5
26	Zopah Uganda Limited	A-5
27	Crane Aluminium & Construction Ltd	A-5
28	Legend Consultancy (U) Ltd	A-5
29	Interbuild Technical Services Ltd	A-5
30	Kemi Uganda Ltd	A-5
31	Dadasa Services Ltd	A-5
32	Kra Konstruktion Ltd	A-5
33	R.B Mubiru Services	A-5
34	Smart Floors Ltd	A-5
35	Jit Projects Ltd	A-5
36	Lupai Investments Ltd	A-5
37	Shapam Holdings Ltd	A-5
38	Sasali Contractors Ltd	A-5
39	Mbasa Investments Ltd	A-5
40	Monvi Logistics Limited	A-5
41	Rapid Civil Contractors & Fabricators Ltd	A-5
42	Karukana Enterprises Ltd	A-5
43	Krut Supplies & Logistics Ltd	A-5



44	Winlink Technologies Ltd	A-5
45	Terrain Plant Ltd	B-2
46	Conpro Limited	B-2
47	Double Q Co. Ltd	B-2
48	Transtel Limited	C-2
49	Uganda Development Bank Limited	D-2



*Uganda National Association  
of Building and Civil  
Engineering Contractors Ltd .*

# MINUTES

## OF THE 27TH ANNUAL GENERAL MEETING

*Silver Springs Hotel, Bugolobi, 10th December 2020*

### Agenda

1. Arrival of Members & Registration
2. Call to order, Adoption of the Agenda, and Opening Prayer
3. Communication from the President
4. Review & Confirmation of minutes for the 26th AGM and discussion of Matters arising
5. Presentation of the President's Report 2020
6. Presentation of Financial Audit report FY2019
7. Appointment of Auditors
8. Closure



## List of Participants

NAME OF PARTICIPANT (COMPANY NAME)
1. Baluku Geoffrey (Mejaruda Enterprises. Co. Ltd)
2. Robert Rwanga (Roberts Engineering. Services Ltd)
3. Julie Kasanya (Mua Insurance)
4. Kitaka Edward (Spider Contractors Ltd)
5. Jacinta Bulyaba (Terrain Services Ltd)
6. Peace Agnes (Armpass Technical Services Ltd)
7. Eng. Jemba Nicholas (Spider Contractors Ltd)
8. Nakanyike Evelyn (Zillon Investments Ltd)
9. Kana John Bosco (Bygrace Construction & General Enterprises (U) Ltd)
10. Harry Potts (Terrain Services Ltd)
11. Sandra Againe (NCBA Bank)
12. Nassiri Fatuma (Heavy Investments Ltd)
13. Francis Kazinduki (Crisp Contractors Ltd)
14. Twinomugisha Denise (Shepherds Services (U) Ltd)
15. Muyimba Josephine (Technical Masters Ltd)
16. Daisy Aronica (Flexi Home Ltd)
17. Mackline Ampurira (Sanix Technologies Ltd)
18. Kyomukama Sam (Nicontra Ltd)
19. Draleti Gerald (Gabikan Engineering Ltd)
20. Vikal Bhartz (Multiple Industries (U) Ltd)
21. Tsalwa Jessey (Kato Contractors Ltd)
22. Atuheire Ewin (Shepherds Services (U) Ltd)
23. Ashiana Jivraj (Ganatra Plant And Equipment Ltd)
24. Mesfin Fisseha (Redco Developers Ltd)
25. Tibeingana Manasseh (Allied Enterprises & Construction Ltd)
26. Abiriga Lawrence (Wako Construction Ltd)
27. Mayega Richard (Provide International Ltd)
28. Ramy Essam (Arab Contractors (U) Ltd)
29. Nakayima Florence (Adapt Technical Services Ltd)
30. Katushabe Shallot (Volcom Technical Services Ltd)
31. Akena Francis (Crane Aluminium & Construction)
32. Andrew Lwanga (Yogi Steels)
33. Emuge W. Jesse (Africa Road Furniture Ltd)
34. Serwadda Joseph (Perfect Multiple Engineering)
35. Otim Julius (Amugoli General Enterprises Ltd)
36. Hategeka Godfrey (Continuum Engineering Ltd)
37. Ayub Raza (Cementers Uganda Ltd)
38. Francis Bbaale (Smart Compliance Ltd)
39. Frank Wang (China Star Construction Africa Co. Ltd)
40. Mark Nsubuga (Kasese Nail & Wood Industry Ltd)
41. Nyaika Nicholas (Mantrac U Ltd)
42. Mayank Patel (Pramukh Steel)

NAME OF PARTICIPANT (COMPANY NAME)
43. Steven Otialuk (Excel Construction Ltd)
44. Ndagire Fatumah (Abubaker Technical Services & General Supplies Ltd)
45. Kabasinguzi Shadya (Al-Mubarak Contracting Co. Ltd)
46. Edward Wagido (East African Piling Co. Ltd)
47. Matovu Muhammed (Next Media)
48. Rose Kiggundu (Kasese Nail & Wood Industry Ltd)
49. Ampaire Michael (Gesec (U) Ltd)
50. Bwambale Michael (Semwo Construction Co. Ltd)
51. Wilfred Sanya (New Vision)
52. Godfrey Rwakafunjo (UNABCEC)
53. Mark Muyobo (NCBA Bank)
54. Bakaluba Akim (Semwo Construction Co. Ltd)
55. Michael Wamala (Bolt Construction Co. Ltd)
56. Sandra Mwesigye (NCBA Bank)
57. Jewel Enungi (Libitco Technical Supplies Ltd)
58. Julius Mugabo (Libitco Technical Supplies Ltd)
59. Michael Kabagambe (UNABCEC SACCO)
60. Allan Senabulya (Afrimech Machinery & Spares)
61. Tracy Priscilla Namulindwa (Afrimech Machinery & Spares)
62. Dorothy Mawanda (Dansem Construction Company Ltd)
63. Wadda Fred (Dansem Construction Company Ltd)
64. Howard Wodomel (Mantrac (U) Ltd)
65. Opira Raphael (Friendship (U) Ltd)
66. Andrew Kavuma (Kavcon Uganda Ltd)
67. Jaggwe Ronald (Statewide Insurance Company)
68. Kalina Disan (Dott Services Ltd)
69. Sam Kibbe (Hebron Investments Ltd)
70. Sserunkuuma Herbert (Power Africa (U) Ltd)
71. Mukiibi Andrew (Bolt Construction Ltd)
72. Aweko Consulate (Crystal Consult U Ltd)
73. Kaddu Joel M. (Crystal Consult U Ltd)
74. Sybella Namirembe (Epsilon (U) Ltd)
75. Alice Bongyeirwe (Malt (U) Ltd)
76. Wamimbi Robert (Rodo Contractors Ltd)
77. Tumwesigye Julius (JTM & Co.)
78. Elizabeth Muhebwa (UNABCEC Secretariat)
79. Golooba Vincent (UNABCEC Secretariat)
80. Mike Serunkuuma (UNABCEC Secretariat)
81. Jetty Nuwagira (UNABCEC Secretariat)
82. Harriet Asabiti (UNABCEC Secretariat)
83. Ibrahim Kasiita (UNABCEC Secretariat)
84. Allan Kamukama (UNABCEC Secretariat)

Discussion	Action	Action Person(s)
<b>MIN 1: AGM/27/2020:</b>		
<b>Arrival of Members &amp; Registration</b> All members who arrived for the meeting registered as guided by secretariat.	All to Note	
<b>MIN 2: AGM/27/2020:</b>		
<b>Health Moment</b> A health moment was given by Mr. Mike Serunkuuma from the UNABCEC Secretariat, who briefed members on safe practices to consider to stay safe during the meeting.	All to Note	
<b>MIN 3: AGM/27/2020:</b>		
<b>Call to order</b> The meeting was called to order at 09:32am by the Ag. Chairman, Mr. Mark Nsubuga who extended apologies from the President and Chairman of Board of Directors, Mr. Francis Karuhanga for his inability to attend the meeting due to his ill health. <b>Adoption of the Agenda</b> The agenda as is was unanimously adopted. <b>Opening Prayer</b> An opening prayer was led by the Executive Director, Mrs. Elizabeth Muhebwa	All to Note	
<b>MIN 4: AGM/27/2020:</b>		
<b>Communication from the President</b> The Ag. Chairman, Mr. Mark Nsubuga welcomed members to the 27th Annual General Meeting and apologized for the delay to start the meeting. He thanked members for supporting the Association's activities and called upon them to objectively participate in the meeting, especially on matters regarding voting.	All to Note	
<b>MIN 5: AGM/27/2020:</b>		
<b>Review of minutes of the 26th Annual General Meeting and discussion of matters arising</b> Minutes for the 26th Annual General Meeting that took place on 27th November 2019 at Sheraton Kampala Hotel were reviewed with the guidance of the Executive Director, Mrs. Elizabeth Muhebwa. Mr. Andrew Mukiibi of Bolt Construction proposed the adoption of the minutes as a true record of the 26th AGM and was seconded by Ms. Jacinta Bulyaba of Terrain Services Ltd.	All to Note	

**MIN 6: AGM/27/2020:****Presentation of the President's Report 2020**

The Ag. Chairman requested the Executive Director to present the President's Report which she did verbatim.

In his report, the President highlighted the key result outcomes of the five strategic objectives of the Association noting the outbreak of Covid19 and political unrests which largely affected the smooth operation of the Association's activities.

He noted a decline in membership recruitment from 48 in 2019 to 22 in 2020, attributing it to the economic downturn due to Covid19.

He however noted that, not all hope is lost as the Association strived to strengthen her relationship with essential government bodies/MDAs like the Ministry of Works and Transport, Uganda National Roads Authority, Kampala Capital City Authority, National medical stores and selected District Local governments some NGOs.

It was noted that selected NGOs and DLGs had started giving preferential treatment to UNABCEC members in the bidding process by setting a requirement of a UNABCEC certificate as an added advantage that gave a competitive edge to members of the Association.

He called upon members to continue supporting the Association and take advantage of the Members Discount Programs that Association has negotiated on their behalf to enable them work with minimum interruptions. He thanked our partners; NCBA Bank, Libitco Technical Supplies, Kansai Plascon (u)Ltd, Bata Shoe Company, Ganatra Plant & Equipment, Africa Road Furniture and Tyre Express (u) Ltd for partnering with the Association and offering exclusive offers to her members.

He also urged members to support dreams of the young generation by taking up trainees under the Graduate Training Program for hands on training.

It was also noted that there was a 33% decline in membership revenue collection due to Covid19 which disrupted most of the members' economic activities. The President presented, for the AGM's review and consideration, the Board's proposal to waive 50% of the arrears for members who were not paid up for the year 2020.

He also noted the need for members to provide the information required to support the VAT advocacy campaign with Uganda Revenue Authority and Ministry of Finance, Planning and Economic Development.

The President also highlighted the construction industry development proposals made to different policy makers (as detailed in the report) viz:

- I. Ministry of Works and Transport & Ministry of Finance on National Contractors Development Programs;
- II. Public Procurement and Disposal of Public Assets (PPDA) and Ministry of Finance, Planning and Economic Development on the draft Preference and Reservation Scheme Regulations being put in place to operationalize the Local Content Bill 2019; and
- III. Parliamentary Committee on National Economy about immediate and medium-term proposals to help recover the sector from Covid19 effects.

He reiterated the need for the members to join the UNABCEC SACCO to save and grow together.

In conclusion, he encouraged members to actively engage in the forthcoming general elections and vote leaders who have the construction industry interests at heart and further mobilize their employees, friends and family members to do the same.

#### **Matters arising from the presentation of the President's Report 2020**

Eng. Robert Rwanga of Roberts Engineering Ltd commented on the proposal of financial institutions giving payment holidays on existing loans and credit facilities to allow contractors to recover from the economic shock of Covid19, noting that banks have not reviewed their practices despite the government's intervention on the same.

Eng. Rwanga also requested for clarification on the Construction Industry Development Fund, Equipment Training Centre and other contractors' development programs.

Mr. John Bosco Kana of By Grace Construction & General Enterprises (U) Ltd appreciated the discount programs and requested that the Secretariat considers creating partnerships with agencies and suppliers from upcountry to cater for members in upcountry regions.

The Executive Director gave clarification on Construction Industry Development Fund an issue that is being followed up with the Ministry of Finance, Planning & Economic Development.

On equipment training center, information was given on preliminary works being done by Ministry of works and Transport with support from United nations industrial development organisation (UNIDO) to set up a training center for heavy equipment operators that the sector will benefit from.

**About the proposal to waive half of the 2020 fees for members with arrears, members discussed as follows;**

- I. Mr. Kitaka Edward from Spider Contractors Ltd noted that the proposal was unfair to the paid-up members and asked members to come up with an acceptable ground for both parties.
- II. Mr. Harry Potts of Terrain Services Ltd proposed a 50% reduction/ waiver for unpaid up members and a 50% credit to paid up members be considered in the following year.
- III. Mr. Herbert Sserunkuma of Power Africa Ltd instead proposed a grace period to allow unpaid up members make 50% payments before end of the year 2020 and the remaining 50% at an agreed date, preferably by June 2021.

The Ag. Chairman guided that the AGM needed to vote between proposals (ii) and (iii) above to come up with a final position.

Voting was held and concluded in favour of proposal (iii) which got 19 votes against the 13 for proposal (ii).

**Resolution:**

It was thus resolved by the 27th AGM that members in arrears of membership subscription for 2020 be allowed to make 50% payment before end of the year 2020 and the remaining 50% be made by June 2021. The membership certificate would thus be received on the last installment.

**MIN 7: AGM/27/2020:**

**Presentation of Financial Audited report FY 2019**

The Association Treasurer- Ms Sybella Namirembe gave a brief on the Association's financial performance for 2020.

She later called upon the Auditor, CPA Julius Tumwesigye of JTM & Co to present the audited financial statements for 2019 which he did.

**MATTERS ARISING**

Mr. Herbert Sserunkuma from Power Africa thanked the Board and Management for the elaborate reports and noted that his company name was missing among the receivables of the financials of September 2020.

Mr. Sserunkuma also commended the surplus registered in the Audited financials of 2019 as compared to the previous year 2018 which was in deficit.



The Treasurer clarified that the financial performance of 2018 was frustrated by the repayment of the motor vehicle loans and that the better performance in 2019 was a result of settlement of the loans in that year.

A proposal to adopt the audited books of accounts was moved by Mr. Edward Wagido of East African Piling Co. Ltd and was unanimously seconded by the members.

#### MIN 8: AGM/27/2020:

##### Appointment of new Auditors

Following the 26th AGM's resolution to allow Ms. JTM & Co serve for one last term as the Association Auditors to audit financial statements for 2019, the Treasurer presented, for the AGM's approval, a new Audit firm – Ms. Jim Roberts & Associates on recommendation of the Board of Directors. Mr. Senabulya Allan from Afrimech Machinery and Spares Ltd moved a motion to approve Ms Jim Roberts as the new appointed auditors of the Association for the FY 2020 and was unanimously seconded by all members present.

#### ACTION POINTS

Action Ref No.	Description	Action by	Timeframe	Status
AC101220 - 01	Create partnerships with agencies and suppliers from upcountry to cater for members in upcountry regions	Secretariat	Medium Term	Done
AC101220 - 02	Rectify the missing names of members on the list of accounts receivables for the 2020 financials	Secretariat	Immediate	Done

#### Closure

There being no other business for discussion, the meeting was adjourned at 12:10pm and members were invited to join in the second session of the day in which the Association was set to launch partnerships with NCBA Bank Uganda and Libitco Technical Supplies (U) Ltd.

#### Signed by

Mr. Mark Nsubuga  
Ag. Chairman

Elizabeth Muhebwa  
Ag. Secretary



*Thank you for your Visionary  
Guidance, Exceptional  
Leadership, Selfless and  
Committed Service to the  
Association.*

*With heartfelt gratitude  
from the Members, Board  
of Directors, Management  
and Staff of UNABCEC.*

**FRANCIS  
ARYATUZOORA  
KARUHANGA  
(RIP)**



*Uganda National Association  
of Building and Civil  
Engineering Contractors Ltd .*

# AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

## **BACKHOUSE**

Certified Public Accountants  
Plot 7 Mackinnon Road  
P.O. Box 25573,  
Kampala - Uganda



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## BUSINESS INFORMATION

HEAD OFFICE	
	UNABCEC Headquarters Plot M 764 Coronation Avenue UMA show grounds Lugogo P. O. Box 34046 KAMPALA
PRINCIPAL PLACE OF BUSINESS.	
	UNABCEC Headquarters Plot M 764 Coronation Avenue KAMPALA
DIRECTORS	
	Mr. Francis Karuhanga Ms. Sybella Namirembe Ms. Alice Bongyeirwe Eng. Olonya JamesOne Mr. Mark Nsubuga Mr. Moses Tiberondwa Eng. Ronald Mugabi Mr. Robert Ssenozi Mr. Edwin Agaba Can. Eng. Jonathan Mwedde Mr. Collin Agaba
EXECUTIVE DIRECTOR	
	Mrs. Elizabeth Muhebwa
BANKERS	
	<b>Stanbic Bank Uganda Limited</b> P.O Box 496 Kampala <b>DFCU Bank</b> Plot 26, Kyadondo Rd, Nakasero P.O. Box 70 Kampala <b>NCBA Bank (U) Limited</b> Rwenzori Towers, Nakasero Road P.O. Box 28707 Kampala
AUDITOR	
	<b>BACKHOUSE</b> CERTIFIED PUBLIC ACCOUNTANTS Plot 7 Mackinnon Road P.O. Box 25573, Kampala - Uganda



## DIRECTORS REPORT

### INTRODUCTION

The Directors submit their report and audited financial statements for the period ended 31st December 2020 which discloses the statement of affairs of UNABCEC.

### BACKGROUND

Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) is a 28 year old non-profit, member-driven, national trade association representing genuine contractors, and other companies and organizations engaged in construction in Uganda. Our core purpose is improving performance in the construction contracting sector by championing better regulation and enhancing operational integrity. The association is dedicated to fostering growth and sustainability in the ever-changing environment of commercial construction contractors, improving job site safety, expanding the use of cutting edge technologies and techniques and strengthening the relationships between contractors and clients. It is the principle interface between the Construction Industry on one hand, the public, development partners and the Government on the other

### VISION

"To be the lead engine for growth and development of the construction industry in the region"

### MISSION

"To promote and protect the shared interests of members and the construction industry as a whole, through mobilization, advocacy,

networking and innovative service provision."

### PRINCIPLE ACTIVITIES

The Association exists to promote and protect the shared interests of members and the construction industry through mobilization, advocacy, networking, and innovative service provision, through shared values of professionalism, integrity and honest transparency and accountability.

### RESULTS

The financial results for the year are as shown in the statement of financial position on page 12.

### BOARD OF DIRECTORS

The names of Directors who held office during the year and up to the date of this report are as set out on page 3 above

### AUDITORS

Backhouse, Certified Public Accountant, have expressed their willingness to continue as per the companies' act 2012 in the office.

### *By Order of the Board*

.....  
***The Executive Director/  
Secretary to the Board***

## STATEMENT OF DIRECTORS RESPONSIBILITIES

The Companies Act requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association as at the end of the financial year and of the operating results of the company for that year. It also requires the Directors to ensure the Association keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the association. They are also responsible for safeguarding the assets of the association.

The Directors accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Financial Reporting standards for SMEs and in the manner required by the Company Act. The Directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs and of its operating results. The Directors further accept responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial controls.

Nothing has come to the attention of the Directors to indicate that the Association will not remain a going concern for at least the next twelve months from the date of this statement.



**Secretary/Executive Director**



## INDEPENDENT AUDITOR'S REPORT

*To the Members of Uganda National Association of Building and Civil Engineering Contractors Ltd (UNABCEC) in respect of Financial Statements for the year ended 31 December 2020*

### Unqualified Opinion.

We have audited the financial statements of UNABCEC, which comprise the statement of financial position as at December 31, 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the company as at 31st December 2020, its financial performance and its cash flows for the year then ended, in accordance with International Reporting Standards for SMEs and the Companies Act 2012.

### Basis for Opinion.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Uganda and we have fulfilled our responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Directors and Those Charged with Governance for the Financial Statements.

Directors are responsible for the preparation of the financial statements in accordance with International Financial Reporting Standards for SMEs and for such internal control as Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Directors are responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



**BACKHOUSE**  
**Certified Public Accountants (U)**

Tel: +256-414-253410 Fax: +256-414-253368 Email: info@backhouse.co.ug

Plot 7, Mackinnon Road  
 P. O. Box 25573,  
 Kampala (U)

As part of an audit in accordance with International Standards on Auditing (ISAs), we exercise professional judgment and maintain professional skepticism throughout the audit, we also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. My conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

We communicated with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identified during our audit.

Report on Other Legal and Regulatory Requirements:

As required by the Companies Act 2012, we report to you based on our audit, that:

The business administration of the Association has been conducted;

(a) Efficiently;

(b) In accordance with company principles and the auditing and accounting provisions of this Act; and

(c) In accordance with its objectives. Bylaws and any other decisions made by the annual general meeting.

**The engagement partner on audit resulting in this independent auditors report is**

**CPA Davis Atugonza – FM 420**

*Backhouse*

**Backhouse**

**Certified Public Accountants of Uganda**

**P.O.BOX 25573, Kampala – Uganda**

**Plot 7, Mackinnon Road**

**Date** *25 November 2021*

## THE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020

	NOTES	2020	2019
<b>REVENUE</b>		<b>UGX</b>	<b>UGX</b>
Operating Income	8	652,802,888	794,570,520
<b>Total Revenue</b>		<b>652,802,888</b>	<b>794,570,520</b>
<b>EXPENDITURE</b>			
Employment cossts	9	134,725,996	153,433,803
Administration expenses	10	67,658,306	86,683,988
Operating expenses	11	184,679,275	329,295,730
Finance costs	12	4,239,068	4,746,254
<b>TOTAL EXPENDITURE</b>		<b>391,302,645</b>	<b>574,159,775</b>
<b>SURPLUS/DEFICIT</b>		<b>261,500,243</b>	<b>220,410,745</b>

## STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	NOTE	2020	2019
<b>ASSETS</b>		<b>UGX</b>	<b>UGX</b>
<b>NON-CURRENT ASSETS</b>			
Property Plant & Equipment	2	254,453,307	333,894,182
Intangible Assets	2.1	4,963,952	9,187,202
		<b>259,417,259</b>	<b>343,081,384</b>
<b>CURRENT ASSETS</b>			
Trade and Other Receivables	4	524,894,863	214,880,317
Cash and Bank	3	22,526,868	30,440,014
		<b>547,421,731</b>	<b>245,320,331</b>
<b>TOTAL ASSETS</b>		<b>806,838,990</b>	<b>588,401,715</b>
<b>FUND BALANCE AND LIABILITY</b>			
<b>FUND BALANCE</b>			
Capital contributions		44,932,860	44,932,860
Revaluation reserve		37,616,413	37,616,413
Accumulated Fund		480,668,291	219,168,048
		<b>563,217,564</b>	<b>301,717,321</b>
<b>Non-current Liabilities</b>			
Long term loan	7	2,731,250	21,660,936
<b>Current Liabilities</b>			
Trade Payables	5	157,510,920	173,005,006
Other Payables	6	83,379,255	92,018,452
		<b>240,890,175</b>	<b>265,023,458</b>
<b>TOTAL FUND BALANCE AND LIABILITY</b>		<b>806,838,990</b>	<b>588,401,715</b>

The financial statements were approved by the Board of Directors on  
 ..... and signed on their behalf by:

Chairman .....

Board of Directors

Treasurer .....

Board of Directors



## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2020

	CAPITAL CONTRIBUTION (UGX)	ACCUMULATED RESERVE (UGX)	REVALUATION RESERVE (UGX)	TOTAL (UGX)
Balance as 1st Jan 2020	44,932,860	219,168,048	37,616,413	301,717,321
Prior year Adj-Assets	-	-	-	-
Surplus (Deficit) for the year	-	261,500,243	-	261,500,243
				-
				-
Balance at 31st DEC 2020	44,932,860	480,668,291	37,616,413	563,217,564

## STATEMENT OF CASHFLOWS FOR THE PERIOD ENDED 31 DECEMBER 2020

	2020 - UGX	2019 - UGX
<b>Cash flows from operating activities</b>		
Fund balance for the year	261,500,243	220,410,745
<b>Adjusted for non cash items:</b>		
Depreciation	92,893,555	92,692,934
Amortization	4,223,250	4,223,250
<b>Changes in working capital</b>	<b>358,617,048</b>	<b>317,326,929</b>
<b>Changes in operating assets and liabilities</b>		
(Increase)/Decrease in accounts Receivables	(310,014,545)	(160,463,780)
Increase/(Decrease) in accounts payable	(24,133,283)	33,442,481
<b>Net Cashflow from operating activities</b>	<b>24,469,220</b>	<b>190,305,630</b>
<b>Cash flows from investing activities</b>		
Purchase of equipment	(13,452,680)	-
Proceeds from Disposal of Non Current Assets	-	-
<b>Net Cashflow from investing activities</b>	<b>(13,452,680)</b>	<b>-</b>
<b>Cash flows from financing activities</b>		
Loan repayment (NC Bank)	(18,929,686)	(184,801,574)
Founder's contribution	-	-
<b>Net Cashflow from financing Activities</b>	<b>(18,929,686)</b>	<b>(184,801,574)</b>
<b>Change in cash &amp; cash equivalents</b>	<b>(7,913,146)</b>	<b>5,504,056</b>
<b>Analysis of movement in cash &amp; cash equivalents</b>		
At January 1, 2020	30,440,014	24,935,958
Increase as analysed above	(7,913,146)	5,504,056
<b>At December 31, 2020</b>	<b>22,526,868</b>	<b>30,440,014</b>
<b>Represented by:</b>		
<b>Cash and bank balances as at December 31, 2020</b>	<b>22,526,868</b>	<b>30,440,014</b>

## ACCOUNTING POLICIES AND NOTES TO THE FINANCIAL STATEMENTS

### 1.0 Accounting Policies

#### a) Basis of preparation

These financial statements have been prepared in accordance with the historical cost convention.

#### b) Basis of Accounting

The Financial statements are prepared on the Historical Cost accounting and are in Compliance with the International Financial Reporting Standards (IFRS) for SMEs, and Companies Act 2012

#### c) Income

Revenue is recognized to the extent that it is probable that economic benefits will flow to the company and the revenue can be reliably measured as the aggregate income from services rendered exclusive of Value Added Tax.

#### d) Property, Plant and Equipment

Property, plant and Equipment have been recognized at cost less accumulated depreciation and accumulated impairment loss. Donated items are recognized in accordance with sec 24.

Depreciation is calculated on straight line basis to write off the cost of property, plant, and equipment over their estimated useful lives from the date of purchase to the date of disposal as follows

• Motor vehicle	20%
• Furniture and fittings	12.5%
• Computers and Intangibles	33.3%
• Machinery & Equipment's	12.5%
• Buildings	2%

#### e) Foreign Currencies

Assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date. Transactions denominated in foreign currencies are converted at the rates ruling at the dates of the transactions. All exchange differences are dealt with in the profit and loss statement in which they arise.

#### f) Income Tax

Taxation is provided on the basis of the results of Income and Expenditure included there in and adjusted in accordance with the provision of the Income Tax Act 1997.

#### g) Trade Receivables

Trade receivables are carried at anticipated realizable value. A provision is made for doubtful receivables based on a review of all outstanding amounts at the year end.

Bad debts are written off in the year in which they are identified.

#### h) Provisions

Provisions are recognized when the company has a present legal or constructive obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the estimate can be measured reliably

#### i) Cash and Cash equivalents

For the purpose of Cash flow statements, Cash and cash equivalents comprise of cash on hand, Bank balances and other comparable liquid assets.

# PROPERTY PLANT & EQUIPMENT

	Land	Buildings	Machinery and Equipment	Office Equipment's	Motor Vehicles/cycles	Furniture & Fittings	Computer Accessories	Total
<b>COST/VALUATION</b>		<b>2%</b>	<b>12.50%</b>	<b>12.50%</b>	<b>20%</b>	<b>12.50%</b>	<b>33.30%</b>	
At 1st 2019	25,000,000	149,738,500	52,454,636	27,688,000	403,413,990	18,000,000	39,891,800	716,186,926
Additions	-	-	-	404,970	13,047,710	-	-	13,452,680
<b>At 31st Dec 2020</b>	<b>25,000,000</b>	<b>149,738,500</b>	<b>52,454,636</b>	<b>28,092,970</b>	<b>416,461,700</b>	<b>18,000,000</b>	<b>39,891,800</b>	<b>729,639,606</b>
<b>ACC DEPRECIATION</b>								
At 1st Jan 2020	-	20,376,296	36,193,700	27,638,000	243,213,914	15,029,034	39,841,800	382,292,744
<b>Disposals</b>								
Charge for the year	-	2,994,770	6,556,830	100,621	80,732,798	2,458,536	50,000	92,893,555
<b>At 31st Dec 2020</b>	<b>-</b>	<b>23,371,066</b>	<b>42,750,530</b>	<b>27,738,621</b>	<b>323,946,712</b>	<b>17,487,570</b>	<b>39,891,800</b>	<b>475,186,299</b>
<b>NET BOOK VALUE</b>								
At 31st Dec 2020	25,000,000	126,367,434	9,704,106	354,349	92,514,988	512,430	-	254,453,307
At 31st Dec 2019	25,000,000	129,362,204	16,260,936	50,000	173,247,786	2,970,966	50,000	347,346,862

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DEC 2020

		2020 - UGX	2019 - UGX
<b>2.</b>	<b>Intangible Assets</b>		
	Computer Software	33,786,000	33,786,000
	Amortization	(28,822,048)	(24,598,798)
		<b>4,963,952</b>	<b>9,187,202</b>
<b>3</b>	<b>CASH AND BANK</b>		
	Cash and Bank	615,000	1,642,300
	Stanbic Bank Collections	12,542,519	4,307,246
	DFCU	4,986,296	23,712,783
	NCBA Bank	4,383,053	777,685
		<b>22,526,868</b>	<b>30,440,014</b>
<b>4</b>	<b>Trade and Other Receivable</b>		
	Accounts Receivables	516,861,647	206,523,315
	Expenses prepaid	383,521	857,307
	Withholding tax	7,649,695	7,499,695
		<b>524,894,863</b>	<b>214,880,317</b>
<b>5</b>	<b>Trade Payables</b>		
	Audit fees	4,130,000	3,970,700
	Accounts Payables	153,380,920	173,005,006
		<b>157,510,920</b>	<b>176,975,706</b>
<b>6</b>	<b>Other Payables</b>		
	Salaries	5,322,751	7,146,073
	Nssf Payables	1,141,861	1,811,192
	PAYE Payables	1,663,584	2,935,088
	Insurance Premium Loan from NCBA	-	234,340
	Other Payables-Provision	75,000,000	75,000,000
	Other Current Liabilities	251,059	751,059
	Pass through	-	170,000
		<b>83,379,255</b>	<b>88,047,752</b>
<b>7</b>	<b>Non current Liabilities</b>		
	Long term loan/Debt	-	18,929,686
	Directors Loans	2,731,250	2,731,250
	VAT on leased asset	-	-
		<b>2,731,250</b>	<b>21,660,936</b>
<b>8</b>	<b>Operating Income</b>		
	Membership fee/Subscription	580,000,000	594,750,000
	Grants and Donations	-	-
	Networking Events Income	25,163,650	117,490,040
	Advertising Income	32,100,000	66,024,136
	Training Income	-	12,853,000
	Other Incomes	15,539,238	3,453,344
		<b>652,802,888</b>	<b>794,570,520</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DEC 2020 (Cont')

		2020 - UGX	2019 - UGX
<b>9</b>	<b>Employment costs</b>		
	Salaries	123,026,366	142,282,389
	NSSF 10%	11,412,630	11,151,414
	Wages	210,000	-
	Welfare	77,000	-
		<b>134,725,996</b>	<b>153,433,803</b>
<b>10</b>	<b>Administration Expenses</b>		
	Meetings	15,933,680	20,901,560
	Transport	358,900	231,500
	Electricity & Water	929,780	2,688,111
	Communicatioin & Internet Expense	3,707,673	6,951,498
	Office Stationary	7,171,200	9,880,300
	Insurance	12,361,573	13,525,574
	Office Services and Sundries	1,740,000	2,324,145
	Legal & Professional Expenses	16,275,500	10,761,300
	Audit Fees	4,130,000	3,365,000
	Consultancy Fees	5,050,000	16,055,000
		<b>67,658,306</b>	<b>86,683,988</b>
<b>11</b>	<b>Operating Expenses</b>		
	Motor Vehicle and Generator fuel	5,397,418	7,956,689
	Depreciation	92,742,957	92,692,934
	Amortization Expenses	4,223,247	4,223,250
	Repairs and Maintenance	9,647,700	15,353,015
	Dues and subscriptions	904,000	2,614,000
	Networking Events	300,000	87,115,280
	Bad Debts	2,700,000	18,500,000
	Other Media advertising Costs	-	1,600,000
	Discount allowed	2,445,600	-
	Events management	1,739,675	-
	Regular Skills Training	954,000	882,700
	Newspapers & Magazines	979,000	966,000
	Research and Development	650,000	-
	Development of Strong Membership & Collabration	12,160,883	-
	Lobbying & Advocacy	26,924,159	23,941,064
	Contractor Magazine Distribution	22,530,636	73,193,798
	UNABCEC Website	380,000	130,000
	Brochures & Displays	-	127,000
		<b>184,679,275</b>	<b>329,295,730</b>
<b>12</b>	<b>Financial Expenses</b>		
	Bank Charges	4,239,068	4,746,254
		<b>4,239,068</b>	<b>4,746,254</b>



*Uganda National Association  
of Building and Civil  
Engineering Contractors Ltd.*

# FINANCIAL REPORT

AS AT 30 SEPT 2021





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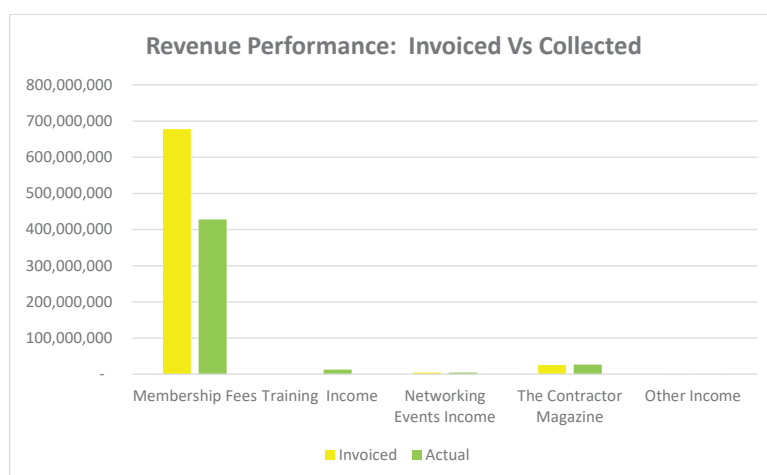
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## 1 FINANCIAL PERFORMANCE

### 1.1 STATUS OF INCOME FOR 2021

During the period under review, an overall target of Shs. 653,850,000 was set as follows:

S/N	Revenue Stream	Target	Actual Collection	Performance %
1	Membership Fees	543,750,000	427,950,000	78.7
2	Advertising	49,500,000	26,473,400	49.5
3	Networking Income	30,000,000	5,000,000	16.67
4	Training Income	30,000,000	12,853,000	42.84
5	Others	600,000	12,705	2.1
	<b>Total</b>	<b>653,850,000</b>	<b>472,289,105</b>	



*Figure 1: Financial Performance per Revenue Stream*

*Table 1: Target Performance*

To realise the set targets, the invoices amounting to Shs. 708,222,105 were raised as shown in the table below:

S/No	Income Stream	Target Amount	Amount Invoiced	% of Total
1	Membership Subscription	543,750,000	677,750,000	95.50%
2	Advertising	49,500,000	25,459,400	3.70%
3	Networking Income	30,000,000	5,000,000	0.70%
4	Training Income	30,000,000	-	-
	Others-interest received	600,000	12,705	0.10%
	<b>Total</b>	<b>653,850,000</b>	<b>708,222,105</b>	

*Table 2: Target Implementation*

#### 1.1.1 Membership Fees

Membership fees is the mainstay of the Association's revenue, accounting for 95.5% of invoices raised in the period under review. It additionally performed better than the other revenue streams at 78.7% of the target performance. Figures 1 & 2 below are graphical representations of the revenue streams and the categories of contributors, ie. Per class of Membership.



**Figure 2:** Financial Performance – Membership Subscription Fees per Class (US\$)

### 1.1.2 Advertising Income

One Issue of The Contractor Magazine was published during the period, i.e. Issue 16, in August 2021. This attracted Shs. 25,459,000 worth of advertisements. Shs. 26,473,400, including advertising arrears was collected in the period. The Association website was revamped to include advertising space. This has been offered as an extra benefit to Events Sponsors during the period.

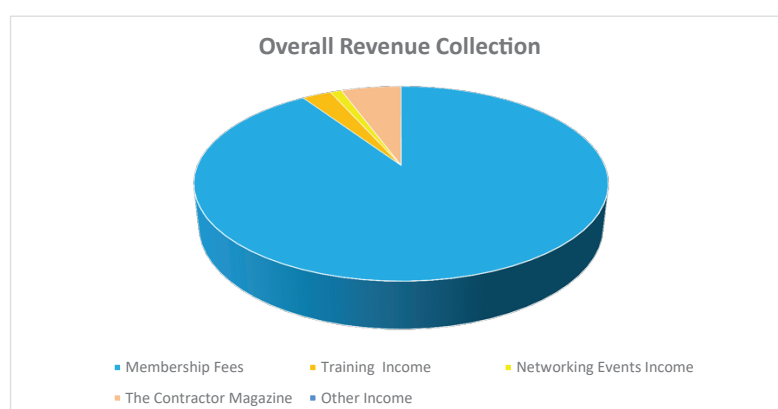
### 1.1.3 Networking Income

A virtual CEO Social Event was held on 12th August 2021. This raised Shs. 5,000,000.

### 1.1.4 Training Income

During the period under review, Shs. 12,853,000 was paid as part of the first cohort of training that took place at UTC Kyema in 2019.

#### 2021 OVERALL REVENUE COLLECTION IN A CHART

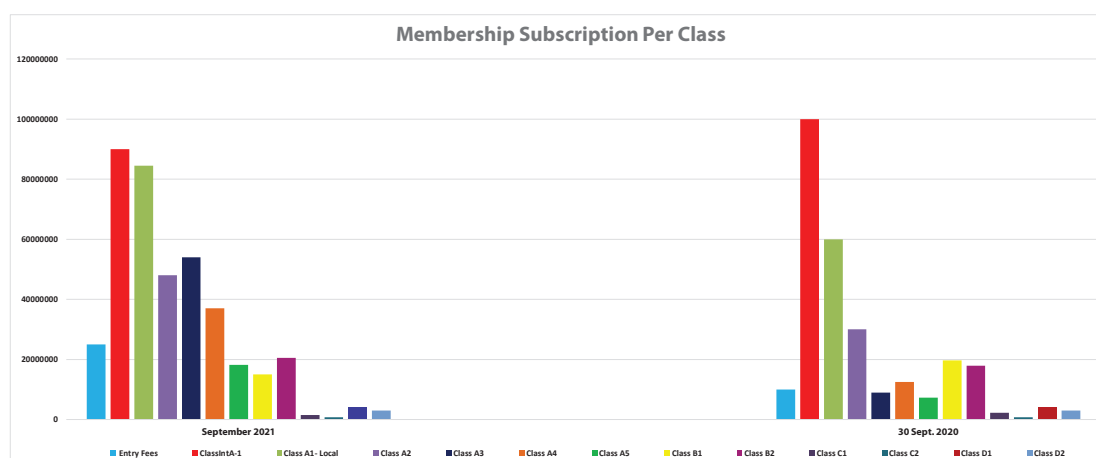


*The UNABCEC Cake in a nut shell*

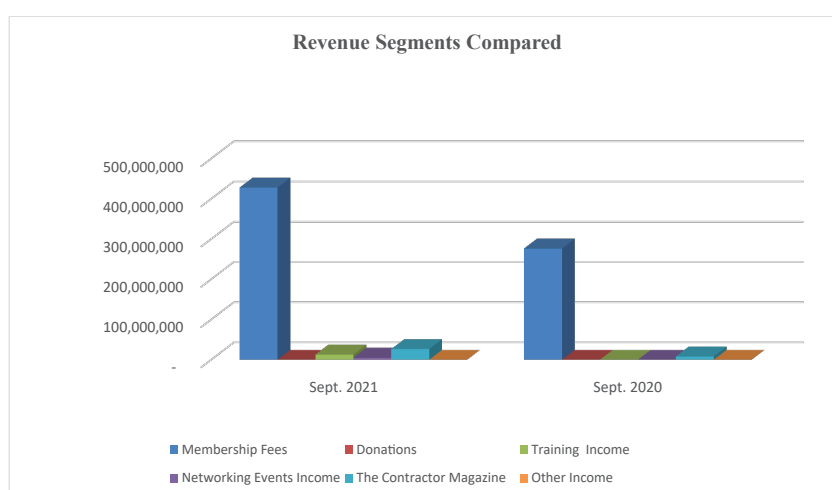
## 1.1 COMPARISON WITH 2020 PERFORMANCE

As compared to 2020, there was an overall increase of 66.03% despite the COVID-19 measures and restrictions. In 2020, total collections were Shs. 284,447,687, Shs. 276,380,000 of which was Membership fees, representing 97.16% of total collections. In the same period, Advertising fetched Shs. 8,289,999 i.e. 3.1% of total collections and there was no Networking income as activities to that effect were on hold following COVID-19 measures.

	Sept. 2021	Sept. 2020
Membership Fees	427,950,000	276,380,000
Donations	-	-
Training Income	12,853,000	-
Networking Events Income	5,000,000	-
The Contractor Magazine	26,473,400	8,039,999
Other Income	12,705	27,688
<b>Total</b>	<b>472,289,105</b>	<b>284,447,687</b>



*Figure 3: 2020 & 2021 Subscription Fees – A Comparison*



*Figure 4: 2020 & 2021 Revenue Performance Comparison*

Despite the good performance, receivables have increased by 32.4% from the previous period. This is attributed to COVID-19 pandemic. Whereas the restrictions saw an influx of new members, the older members seemed to be facing challenges and thus the delay in remitting their subscription.

## 2 INFORMATION ITEM

### 2.1 REVALUATION OF PROPERTY

The property at UMA Show Grounds Lugogo, where the Association offices sit was revalued in March 2021 and placed at Shs. 405,000,000 from Shs. 151,367,434. Land which was formerly carried at Shs. 25,000,000 was placed at Shs. 220,000,000 and the building from Shs. 126,367,434 to Shs. 185,000,000

### 1.2 FINANCIAL PERFORMANCE IN DETAIL

- Statement of Financial Position
- Statement of Financial Performance
- Statement of Cash flows
- Notes to the Financial Statements

## STATEMENT OF FINANCIAL POSITION AS AT 30/09/2021

	Notes	Sep-21 (UShs.)	Sep-20 (UShs.)
<b>ASSETS</b>			
Current Assets			
Cash and Bank	1	248,139,910	42,341,326
Accounts Receivable	2	733,919,400	555,832,243
Other Current Assets	3	7,815,695	8,189,695
<b>Total Current Assets</b>		<b>989,875,005</b>	<b>606,363,264</b>
<b>Fixed Assets</b>			
Property and Equipment	4.1	439,918,142	334,249,172
Intangible Assets	4.2	5,451,859	9,187,202
Total Fixed Assets		445,370,001	343,436,374
<b>TOTAL ASSETS</b>		<b>1,435,245,006</b>	<b>949,799,638</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	5	127,560,841	152,205,920
Other Current Liabilities	6	88,734,776	86,889,730
<b>Total Current Liabilities</b>		<b>216,295,617</b>	<b>239,095,650</b>
<b>Equity</b>			
Capital contribution	7	44,932,860	44,932,860
Revaluation Reserve	8	291,248,979	37,616,413
Accumulated Fund	9	882,767,550	628,154,715
<b>Total Equity</b>		<b>1,218,949,389</b>	<b>710,703,988</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>		<b>1,435,245,006</b>	<b>949,799,638</b>



## STATEMENT OF INCOME AND EXPENDITURE AS AT 30/09/2021

	Notes	Sep-21 (UShs.)	Sep-21 (UShs.)	Sep-20 (UShs.)	Sep-20 (UShs.)
Income		Actual	Invoiced	Actual	Invoiced
<b>Balance B/F</b>		<b>22,526,868</b>	-	<b>30,440,013</b>	-
Membership Fees	10	427,950,000	677,750,000	276,380,000	575,500,000
Donations		-	-	-	-
Training Income	12	12,853,000	-	-	-
Networking Events Income	11	5,000,000	5,000,000	-	9,163,650
The Contractor Magazine	13	26,473,400	25,459,400	8,039,999	31,050,000
Other Income	14	12,705	12,705	27,688	16,013,512
<b>Total Income</b>		<b>494,815,973</b>	<b>708,222,105</b>	<b>314,887,700</b>	<b>631,727,162</b>
<b>Expenditure - Retired Strategic Plan</b>					
Strengthened Institution Policies	15	-	-	1,690,018	1,690,018
Diversified Financial Base	16	-	-	539,675	300,000
Sustained Membership Growth		-	-	-	-
Improved Service Delivery	17	-	-	6,813,646	6,813,646
Lobbying and Advocacy		-	-	-	-
Enhanced Visibility	18	-	-	250,000	2,090,600
Motor vehicle Loan Repayment		-	-	40,845,880	-
<b>Total Expenditure - Retired Strategic Plan</b>		<b>-</b>	<b>-</b>	<b>50,139,219</b>	<b>10,894,264</b>
<b>Current Strategic Plan</b>					
Strengthened Governance & Management	19	180,858,539	177,785,572	190,327,119	150,415,882
Develop Strong Membership&Collaboration	20	27,486,476	8,100,101	-	-
Responsive Service Provision	21	4,946,536	5,342,536	1,840,000	-
Strengthened Resource Capabilities		-	-	-	-
Advocacy, Visibility & Lobbying	22	33,384,512	42,601,512	30,490,636	26,490,636
<b>Total Expenditure</b>		<b>246,676,063</b>	<b>233,829,721</b>	<b>272,796,974</b>	<b>187,800,782</b>
<b>Surplus / Deficit</b>		<b>248,139,910</b>	<b>474,392,384</b>	<b>42,090,726</b>	<b>443,926,380</b>

## STATEMENT OF CASH FLOWS AS AT 30/09/2021

	Sep-21 (UShs.)	Sep-20 (UShs.)
<b>OPERATING ACTIVITIES:</b>		
Operating Surplus/(deficit) for the Period	474,392,384	443,926,380
<b>Adjustments for Changes in Working Capital:</b>		
- (Increase)/Decrease in Receivables and Prepayments	(203,243,251)	(370,776,655)
- Increase / (Decrease) in Payables and Accruals	(37,093,850)	(28,006,530)
<b>Net Cash Flow From Operating Activities</b>	<b>234,055,283</b>	<b>45,143,195</b>
<b>INVESTING ACTIVITIES:</b>		
(Acquisition)/Disposal of Plant, Property & Equipment	(8,442,240)	-
<b>Net Cash Flow From Investing Activities</b>	<b>(8,442,240)</b>	<b>-</b>
<b>FINANCING ACTIVITIES:</b>		
Changes in capital contributions		
Long Term Loan from NC Bank	-	(33,242,481)
Changes in capital contributions	-	-
<b>Changes in accumulated fund</b>	<b>-</b>	<b>-</b>
<b>Net Cash Flow From Financing Activities</b>	<b>-</b>	<b>(33,242,481)</b>
<b>Net Increase in Cash &amp; Cash equivalent during the year</b>	<b>225,613,043</b>	<b>11,900,714</b>
ADD: Cash and Cash Equivalents at the Beginning of Period	22,526,867	30,440,012
<b>CASH &amp; CASH EQUIVALENT AT THE END OF THE PERIOD</b>	<b>248,139,910</b>	<b>42,340,726</b>

## NOTES TO THE FINANCIAL STATEMENTS

Note 1	September 2021	September 2020
Cash and Bank	Amount (Ushs)	Amount (Ushs)
Petty cash		600
Stanbic Bank Collections A/C	48,650,720	25,195,470
DFCU Bank A/C	193,566,701	4,658,177
<b>NC Bank A/C</b>	<b>5,922,489</b>	<b>12,487,079</b>
	<b>248,139,910</b>	<b>42,341,326</b>
<b>NOTE 2 - ACCOUNTS RECEIVABLES – MEMBERSHIP FEES</b>		
Abubaker Technical Services & Gen. Supplies	15,000,000	7,500,000
Achelis Uganda Limited	2,000,000	-
Adapt Technical Services Ltd	1,000,000	1,000,000
ADT Africa Ltd	4,000,000	4,000,000
Afrimech (U) Ltd	3,000,000	2,000,000
Afro-Build (U) Ltd	10,000,000	5,000,000
Agomba Business Company Limited	500,000	-
Al-Mubarak Contracting	1,000,000	500,000
Allied Enterprises & Construction Limited	-	1,000,000
AM and ML Investments Ltd	2,000,000	1,500,000
Apomu International Limited	2,000,000	1,000,000
ARS Construction Company (u) Ltd.	2,000,000	1,000,000
Art Ford Uganda Limited	500,000	-
Assured Engineering Services Ltd	10,000,000	5,000,000
Azu Properties Ltd	6,000,000	3,000,000
Bakhit Builders Ltd	500,000	-
Babcon Uganda Limited	-	13,000,000
BCR General Ltd	-	3,000,000
Blessed Investments Limited	4,000,000	3,000,000
Build Base Associates (U) Ltd	-	1,000,000
Byaruhanga Rogers Amigo Company Ltd	1,500,000	1,000,000
C & G Andijes Group Limited	7,500,000	-
Canaan Construction Co. Limited	10,000,000	-
Cena Technical Services	2,000,000	1,500,000
Ceram Partners SMC Ltd	500,000	500,000
Chamil International Limited	300,000	-
CGH Establishments Ltd	6,000,000	3,000,000
China Gezouba Group of Companies	20,000,000	20,000,000
China National Aero-Technology Int. Eng.	20,000,000	20,000,000
Chong Qing International	20,000,000	20,000,000
Civtec Africa Limited	5,000,000	10,000,000
CME Enterprises Ltd	500,000	500,000
Coil Ltd	10,000,000	-
Continum Engineering Ltd	3,000,000	3,000,000
Da Track Limited	1,000,000	500,000
Daj Investments Ltd	6,000,000	3,000,000
Dansem Construction Company Ltd	-	1,000,000
Davog Technical Services Ltd	2,000,000	2,000,000
Development Infrastructure (U) Ltd	-	500,000
Epsilon Uganda Ltd	-	3,000,000
<b>Balance Carried Forward</b>	<b>178,800,000</b>	<b>142,000,000</b>

## NOTES TO THE FINANCIAL STATEMENTS

	September 2021	September 2020
<b>NOTE 2 - MEMBERSHIP FEES CONT'D</b>	<b>Amount (Ushs)</b>	<b>Amount (Ushs)</b>
<b>Balance Brought Forward</b>	<b>178,800,000</b>	<b>142,000,000</b>
Electronic Network Services Ltd	500,000	-
Eta Engineering Works&Supply Co. (U) Ltd	2,000,000	1,000,000
Etabco Panafrica Ltd	-	500,000
Fabrication Systems Ltd	4,000,000	2,000,000
Falcon Estates Ltd	6,000,000	3,000,000
Flexihome Ltd	-	500,000
Friendship Uganda Limited	500,000	500,000
Full Dose Engineering Limited	500,000	-
Gabikan Engineering Limited	-	3,000,000
Gat Consults Limited	-	1,000,000
Geomax Engineering Ltd	2,000,000	1,000,000
GETS Technical Services (GTS) Limited	9,000,000	6,000,000
Gigraco Enterprises (U) Ltd	1,500,000	1,000,000
Hands Uganda Limited.	20,000,000	15,000,000
Hardware world Limited	4,000,000	2,000,000
Heaat General Engineers & Contractors Ltd	-	3,000,000
Heavy Investments Ltd	-	500,000
Horus Telecom Ltd	6,000,000	4,000,000
Infracon (U) Ltd	14,500,000	14,500,000
International Modern Construction Limited	10,000,000	-
Interbuild Technical Services Ltd	-	500,000
Jami Construction Company	500,000	-
Jimoko Investments (U) Ltd	1,500,000	1,000,000
Jit Mat (U) Limited	500,000	500,000
Juscona Enterprises Ltd	1,000,000	500,000
Kansai Plascon Uganda Ltd	-	300,000
Kark Technical Services	5,000,000	5,000,000
Kasese Nail & Wood Industry Limited	15,000,000	7,500,000
Kavcon (U) Ltd	500,000	-
Kemi (U) Ltd	500,000	500,000
Kenvin Company Ltd	500,000	1,000,000
Kingstone Engineering & Construction Ltd	2,000,000	1,000,000
Kiru General Services Ltd	-	5,000,000
Kuka (U) Ltd	10,000,000	5,000,000
Kyelima General Hardwares Ltd	4,000,000	2,000,000
Liveco Engineering & Investments Ltd	20,000,000	15,000,000
Lubbe Contractors Ltd	1,000,000	500,000
Lusa Construction & Engineering Co Ltd	6,000,000	6,000,000
Malt (U) Ltd	-	500,000
Mantrac Uganda	-	270,000
Mason Consult Ltd	-	2,000,000
Matest Consult Ltd	2,000,000	1,000,000
<b>Balance Carried Forward</b>	<b>329,300,000</b>	<b>255,570,000</b>

## NOTES TO THE FINANCIAL STATEMENTS

	September 2020	September 2020
NOTE 2 - MEMBERSHIP FEES CONT'D	Amount (Ushs)	Amount (Ushs)
<b>Balance Carried Forward</b>	<b>329,300,000</b>	<b>255,570,000</b>
Measurement Solutions Ltd	1,500,000	750,000
Mejaruda Enterprises Co. Ltd	1,000,000	-
MG engineers & Contractors Ltd	6,000,000	3,000,000
Muga Services Ltd	-	3,000,000
Mugoya Plus Technical Services Ltd	2,000,000	1,000,000
Multiple Industries Ltd	5,000,000	-
Multiplex limited	22,500,000	15,000,000
Milltech Solutions Limited	-	3,000,000
Muma Construction Ltd	10,000,000	5,000,000
National Housing & Construction Co. Ltd	32,500,000	25,000,000
NATO Engineering Company Ltd	6,000,000	3,000,000
New Plan Engineering Ltd	15,000,000	7,500,000
Niletrac Uganda Ltd	4,000,000	2,000,000
Panafrican Trucks&Equipment (U) Ltd	4,000,000	2,000,000
Pesh Holdings (U) Ltd	6,000,000	4,000,000
Pharm Investments Ltd	1,000,000	1,000,000
Pincas Construction Limited	500,000	500,000
Pioneer Construction Limited	11,000,000	7,500,000
Power Africa Uganda Ltd	3,000,000	1,500,000
Pramukh Steel Ltd	10,000,000	5,000,000
Prand Engineering Limited	500,000	-
Provide International Ltd	1,000,000	1,000,000
Prudence Logistics Ltd	3,000,000	2,000,000
Prutaz Constn & Voc. Training Ctr (U) Ltd	2,000,000	1,000,000
Rapid Civil Contractors & Fabricators Ltd	1,000,000	1,000,000
Real Investments Ltd	1,500,000	1,000,000
Redco Developers Limited	10,000,000	-
Reddys Eng and Services Ltd	4,000,000	3,000,000
Reenboog Construction Services Ltd	1,000,000	500,000
Renofin Ltd	1,500,000	1,000,000
Rhino Investments Ltd	15,500,000	8,000,000
Rite-Way Solutions Limited	2,000,000	1,000,000
RMF Engineering Ltd	2,000,000	2,000,000
Roberts Engineering Services Ltd	2,000,000	1,000,000
RockTrust Contractors (U) Ltd	5,000,000	5,000,000
Roko Construction Ltd	15,000,000	7,500,000
Rushaka International Industrial Co. Ltd	840,000	840,000
Sabanl Enterprises Ltd	1,000,000	1,000,000
Sanitation Africa	1,000,000	1,000,000
<b>Balance Carried Forward</b>	<b>540,140,000</b>	<b>383,160,000</b>



## NOTES TO THE FINANCIAL STATEMENTS

	September 2021	September 2020
<b>NOTE 2 - MEMBERSHIP FEES CONT'D</b>	<b>Amount (Ushs)</b>	<b>Amount (Ushs)</b>
<b>Balance Brought Forward</b>	<b>540,140,000</b>	<b>383,160,000</b>
Sanqua Engineering Limited	2,000,000	1,500,000
Sarick Construction Limited	-	5,000,000
Semeo Enterprises Ltd	2,000,000	1,000,000
Semwo Construction Company	500,000	-
Shammah Associates	5,000,000	5,000,000
Shepherds Services Uganda Limited	2,000,000	1,000,000
Smart Compliance Limited	500,000	-
Spider Contractors Ltd	5,000,000	5,000,000
Starlite Engineers Ltd	4,000,000	3,000,000
Statewide Insurance Company Ltd	-	1,000,000
Stone Construction Limited	10,000,000	5,000,000
Tata Uganda Ltd	2,000,000	2,000,000
Technical Masters Limited	-	3,000,000
Techno Three Uganda Ltd	20,000,000	20,000,000
Tedmack Engineering Works Limited	1,000,000	500,000
Tegeka Enterprises Ltd	5,000,000	-
The Cooper Motor Corporation (U) Ltd	2,000,000	2,000,000
Thermocool Uganda Ltd	6,000,000	4,000,000
Tile Centre Ltd	2,000,000	-
TMS Engineering	3,000,000	2,000,000
Trust Builders and Civil Engineers Ltd	3,000,000	3,000,000
Uganda Martyrs Housing and Construction C	15,000,000	10,000,000
Uni Engineers Co. (U) Ltd	50,000	1,500,000
Unit Consults Ltd	3,000,000	2,000,000
Universal Engineering (U) Ltd	7,500,000	-
Vambeco Enterprises Limited	22,500,000	15,000,000
Veksos U Limited	7,500,000.00	-
Volcom Technical Services Ltd	750,000.00	-
Wills Int. Engineers & Contractors	15,000,000.00	10,000,000
Wim Services Ltd	2,000,000	1,000,000
Yogi Steels Limited	10,000,000	5,000,000
	<b>698,440,000</b>	<b>491,660,000</b>

## NOTES TO THE FINANCIAL STATEMENTS

	September 2021	September 2020
	Amount (Ushs)	Amount (Ushs)
<b>NOTE 2. ACCOUNTS RECEIVABLES -NETWORKING</b>		
Afri-White	2,500,000	2,500,000
CGCOC Group	5,000,000	5,000,000
Bata Shoe Company	1,500,000	1,500,000
<b>Total</b>	<b>9,000,000</b>	<b>9,000,000</b>
<b>NOTE 2. ACCOUNTS RECEIVABLES - ADVERTISING</b>		
<b>Abubaker Technical Services &amp; General Sup</b>	<b>7,785,000</b>	<b>7,785,000</b>
Achelis (U) Ltd	4,004,400	4,004,400
Ardefi	2,430,000	-
B.M. Tamale Establishment Ltd	-	1,440,000
Diesel Pro Ltd	3,500,000	3,500,000
Eco Concrete	1,500,000	1,500,000
Moriah Media	400,000	400,000
Mota-Engil Engenharia Construction.	-	2,000,000
NSI Water	720,000	-
Pramukh Steel	2,000,000	-
Rock Trust Contractors (U) Ltd	1,440,000	1,440,000
SBC (U) Ltd	-	2,520,000
Statewide Insurance Company Ltd	-	1,600,000
Steel & Tube Industries Ltd	-	1,000,000
The Cooper Motors Ltd	2,000,000	-
Uganda National Roads Authority	-	4,000,001
<b>Total</b>	<b>25,779,400</b>	<b>31,189,401</b>
<b>Accounts Receivables - Training</b>		
Uganda Institute of Prof. Engineers	-	12,853,000
<b>Accounts Receivables - Board Room Hire</b>		
Uganda Coffee Development Authority	700,000	600,000
<b>Total Accounts Receivables</b>	<b>733,919,400</b>	<b>555,832,243</b>
<b>NOTE 3 - OTHER CURRENT ASSETS</b>		
Undeposited Funds	-	500,000
Withholding Tax	7,745,695	7,439,695
Prepaid Fuel	70,000	250,000
	<b>7,815,695</b>	<b>8,189,695</b>

## NOTES TO THE FINANCIAL STATEMENTS AS AT 30TH SEPT. 2021

### NOTE 4.1 Schedule of Property and Equipment for the period to 30 September 2021

PARTICULARS	LAND	BUILDINGS	PLANT & MACHINERY	OFFICE EQUIPMENT	MOTOR VEHICLES	FURNITURE & FITTINGS	COMPUTERS & ACCESSORIES	TOTAL
Rates	0%	2%	20%	20%	20%	12.5%	33.3%	
Cost/Valuation	U Shs	U Shs	U Shs	U Shs	U Shs	U Shs	U Shs	U Shs
<b>Cost as at 01/01/2018</b>	<b>72,500,000</b>	<b>149,738,500</b>	<b>52,454,636</b>	<b>27,688,000</b>	<b>403,413,990</b>	<b>18,000,000</b>	<b>39,891,800</b>	<b>763,686,926</b>
Additions	195,000,000	58,632,566		-	13,047,710	-	6,992,240	273,672,516
Disposals	-	-	-	-	-	-	-	-
Prior Year Adjustment	(47,500,000)	-	-	404,970	-	-	-	(47,095,030)
<b>Total Cost</b>	<b>20,000,000</b>	<b>208,371,066</b>	<b>52,454,636</b>	<b>28,092,970</b>	<b>416,461,700</b>	<b>18,000,000</b>	<b>46,884,040</b>	<b>990,264,412</b>
DEPRECIATION								
<b>Balance b/f 01/01/2021</b>	<b>-</b>	<b>23,371,066</b>	<b>42,750,530</b>	<b>27,638,000</b>	<b>323,946,712</b>	<b>17,487,570</b>	<b>39,841,780</b>	<b>475,035,658</b>
Charge for the year	-	3,125,566	7,868,195.0	53,245	62,469,255	48,040	1,746,311	75,310,612.0
Disposals	-	-	-	-	-	-	-	-
<b>Balance c/f 30/09/2021</b>	<b>-</b>	<b>26,496,632</b>	<b>50,618,725</b>	<b>27,691,245</b>	<b>386,415,967</b>	<b>17,535,610</b>	<b>41,588,091</b>	<b>550,346,270</b>
<b>NET BOOK VALUE</b>								
<b>AS AT 30/09/2021</b>	<b>20,000,000</b>	<b>181,874,434</b>	<b>1,835,911</b>	<b>401,725</b>	<b>30,045,733</b>	<b>464,390</b>	<b>5,295,949</b>	<b>439,918,142</b>
<b>AS AT 31/12/2020</b>	<b>25,000,000</b>	<b>126,367,434</b>	<b>9,704,106</b>	<b>354,349</b>	<b>92,514,988</b>	<b>512,430</b>	<b>-</b>	<b>254,453,307</b>
<b>NOTE 4.2</b>	<b>Intangible Assets</b>							
<b>Cost/Valuation</b>		<b>20%</b>						
Cost as at 01/01/2018		33,786,000						
Addition: May 2021		1,450,000						
<b>Total Cost</b>		<b>35,236,000</b>						
<b>Amortisation</b>								
<b>Balance b/f 01/01/2020</b>		<b>28,822,048</b>						
Charge for the period		962,093						
<b>Balance c/f 30/09/2020</b>		<b>29,784,141</b>						
<b>Net Book Value</b>								
As at 30/09/2021		5,451,859						
<b>As at 31/12/2020</b>		<b>4,963,952</b>						

## NOTES TO THE FINANCIAL STATEMENTS AS AT 30/09/2021

<b>NOTE 5 - ACCOUNTS PAYABLE</b>		
Alice Bongyeirwe	900,000	200,000
Apolo Hotel Corporation	-	18,984,375
Can. Eng. Jonathan Mwedde	-	200,000
Charles Kyenkya	600,000	-
Charlotte Beauvoisin	33,371,669	33,371,669
Collin Agaba	800,000	250,000
Edwin Agaba	400,000	-
Elizabeth Muhebwa	-	5,000,000
Eng. JamesOne Olonya	1,350,000	350,000
Eng. Robert Ssenozi	600,000	50,000
Eng. Ronald Mugabi	400,000	50,000
Francis Karuhanga	-	250,000
Mariam Namiya	50,000	50,000
Mark Nsubuga	600,000	200,000
Moses Tiberondwa	800,000	50,000
MTN Uganda	-	1,147,652
Nambale, Nerima & Co	-	2,655,000
New Vision Printing and Publishing Co. Ltd	2,200,000	2,200,000
Osman Investments (U) Ltd	19,768,750	19,768,750
Peter Allan Musoke	8,400,000	12,000,000
Sybella Namirembe	1,450,000	350,000
Tedmack Engineering Works Ltd	54,805,500	54,805,500
Uganda Manufacturers Association	60,000	120,000
Umeme	1,004,922	152,974
<b>Total Payables</b>	<b>127,560,841</b>	<b>152,205,920</b>
<b>NOTE 6 - OTHER CURRENT LIABILITIES</b>		
Loans from Directors	-	2,731,280
Salaries Payable	8,597,050	5,652,494
NSSF Payable	1,941,242	1,091,917
PAYE Payable	3,196,484	1,662,980
Terminal Benefits	75,000,000	75,000,000
Others	-	751,059
<b>Total</b>	<b>88,734,776</b>	<b>86,889,730</b>
<b>Note 7 - Capital Contribution</b>		
Balance b/f	44,932,860	44,932,860
Adjustments during the period	-	-
Transfer to accumulated fund	44,932,860	44,932,860
<b>TOTAL</b>		
<b>NOTE 8 - REVALUATION RESERVE</b>		
Balance b/f at 01 January 2021	37,616,413	37,616,413
Adjustments: Revaluation of land & Buildings	253,632,566	-
<b>TOTAL</b>	<b>291,248,979</b>	<b>37,616,413</b>
<b>NOTE 9 - ACCUMULATED FUND</b>		
Balance b/f at 01 January	480,668,291	219,168,047
Prior year adjustments	(72,293,125)	-
Surplus / (Deficit) for the period	474,392,384	408,986,668
<b>TOTAL</b>	<b>882,767,550</b>	<b>628,154,715</b>



## NOTES TO THE FINANCIAL STATEMENTS AS AT 30/09/2021

	September 2021	September 2021	30 Sept. 2020	30 Sept. 2020
	Amount (Ushs)	Amount (Ushs)	Amount (Ushs)	Amount (Ushs)
<b>NOTE 10 - MEMBERSHIP FEES</b>	<b>Actual</b>	<b>Invoyed</b>	<b>Actual</b>	<b>Invoyed</b>
Entry Fees	25,000,000	21,500,000	10,000,000	11,500,000
ClassIntA-1	90,000,000	150,000,000	100,000,000	130,000,000
Class A1 - Local	87,000,000	163,500,000	60,000,000	150,000,000
Class A2	65,000,000	110,000,000	30,000,000	95,000,000
Class A3	54,000,000	60,000,000	9,000,000	63,000,000
Class A4	42,000,000	54,000,000	12,500,000	35,000,000
Class A5	19,200,000	29,000,000	7,300,000	21,000,000
Class B1	15,000,000	30,000,000	19,700,000	25,000,000
Class B2	21,000,000	44,000,000	17,880,000	32,000,000
Class C1	1,500,000	4,500,000	2,250,000	4,500,000
Class C2	750,000	2,250,000	750,000	1,500,000
Class D1	4,000,000	4,000,000	4,000,000	4,000,000
Class D2	3,500,000	5,000,000	3,000,000	5,000,000
	<b>427,950,000</b>	<b>677,750,000</b>	<b>276,380,000</b>	<b>577,500,000</b>
<b>NOTE 11. NET WORKING INCOME</b>				
KCB Bank	5,000,000	5,000,000	-	-
	<b>5,000,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>
<b>NOTE 12. TRAINING INCOME</b>				
Skilling Academy - UTC Kyema	12,853,000	-	-	-
	<b>12,853,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NOTE 13. ADVERTISING INCOME</b>				
Abubaker Technical Services & Gen. Supplies	-	-	-	7,785,000
Achelis Uganda Limited	4,004,400	4,004,400	-	4,004,400
Ardefi	-	2,430,000	-	-
Armpass Technical Services Ltd	6,000,000	6,000,000	-	-
B.M. Tamale	1,440,000	-	-	-
The Cooper Motor Corporation (U) Ltd	-	-	-	3,650,000
Flexi Home Ltd	6,000,000	6,000,000	-	-
Hardware World Limited	500,000	-	-	-
Mota-Engil Engenharia Construção Africa S	-	-	-	2,000,000
Steel & Tube Industries Ltd	1,000,000	1,000,000	1,000,000	1,000,000
Starfly Steel (Uganda) Co. Ltd	3,000,000	3,000,000	-	-
SBC (uganda) Ltd	-	-	-	2,800,000
Statewide Insurance Company Ltd	1,504,000	-	-	1,600,000
KCB Bank Uganda	2,800,000	2,800,000	-	-
Rova Construction Company Limited	225,000	225,000	-	225,000
Freight in Time (U) Ltd	-	-	1,600,000	1,600,000
Uganda National Roads Authority	-	-	3,999,999	-
Uni Engineers Co. (U) Ltd	-	-	-	800,000
<b>Africa Road Furniture</b>	<b>-</b>	<b>-</b>	<b>1,440,000</b>	<b>-</b>
	<b>26,473,400</b>	<b>25,459,400</b>	<b>8,039,999</b>	<b>25,464,400</b>

## STATEMENT OF INCOME AND EXPENDITURE AS AT 30/09/2021

	30 Sept. 2021 Amount (Ushs)	30 Sept. 2021 Amount (Ushs)	30 Sept. 2020 Amount (Ushs)	30 Sept. 2020 Amount (Ushs)
	Actual	Invoiced	Actual	Invoiced
<b>NOTE 14. OTHER INCOME</b>				
Interest on NC Account	12,705	12,705	27,688	27,688
Board Room Hire	-	-	-	700,000
<b>Food for the Hungry</b>	-	-	<b>15,531,673</b>	<b>15,531,673</b>
	<b>12,705</b>	<b>12,705</b>	<b>15,559,361</b>	<b>16,259,361</b>
<b>Note 15</b>				
Strengthened Institution Policies				
Organizational Structuring	-	-	1,159,680	-
Secretariat staffing costs	-	-	-	-
Secretariat expenses	-	-	530,558	-
Director's Travel Refund	-	-	-	-
<b>TOTAL</b>	-	-	<b>1,690,238</b>	-
<b>NOTE 16 - DIVERSIFIED FINANCIAL BASE</b>				
Photography	-	-	300,000	-
Exchange loss on translation of payment	-	-	239,675	-
	-	-	<b>539,675</b>	-
<b>NOTE 17 - IMPROVED SERVICE DELIVERY</b>				
Skills Training - Const. Site Management Stationery	-	-	830,000	-
	-	-	<b>830,000</b>	-
<b>NOTE 18 - ENHANCED VIISBILITY</b>				
Website	-	-	250,000	-
	-	-	<b>250,000</b>	-
<b>NOTE 19 - STRENGTHENED GOVERNANCE &amp; MANAGEMENT</b>				
Board costs	13,812,300	13,937,300	950,000	1,946,000
Staffing costs - Salaries	71,607,717	73,767,032	95,728,028	99,508,028
NSSF	16,290,543	15,238,626	9,228,798	9,228,793
PAYE	18,771,010	21,197,128		
Past AGM Arrears	5,000,000	-	-	-
Staff Training	590,000	590,000	-	-
Perdiem	-	-	30,000	30,000
Staff Welfare	1,061,400	960,000	77,000	77,000
Secretariat expenses	15,047,066	14,293,073	7,783,995	3,397,598
Insurance	6,228,275	6,228,275	12,361,573	12,361,573
Purchase & installation of office blinds	-	-	3,451,200	3,451,200
Repairs to motor vehicles, office equipment	6,652,440	6,341,350	9,924,500	9,198,700
Office services	1,526,600	1,476,600	14,527,100	7,961,200
Purchase of Office Equipment, CPU, PC, QB, Wiring	8,442,240	8,442,240	-	-
Bank charges	1,876,948	1,876,948	3,237,037	3,237,037
Dues & Subscriptions	2,214,000	2,714,000	904,000	904,000
Legal Services	4,745,000	1,000,000	12,032,500	12,032,500
Consultancy	5,593,000	5,593,000	4,420,000	4,420,000
Audit Fees	1,400,000	4,130,000	3,970,700	3,970,700
	<b>180,858,539</b>	<b>177,785,572</b>	<b>178,626,431</b>	<b>171,724,329</b>

## NOTES TO THE FINANCIAL STATEMENTS AS AT 30/09/2021

	30 Sept. 2021 Amount (Ushs)	30 Sept. 2021 Amount (Ushs)	30 Sept. 2020 Amount (Ushs)	30 Sept. 2020 Amount (Ushs)
<b>NOTE 20. DEVELOP STRONG MEMBERSHIP&amp;COLLABORATION</b>	<b>Actual</b>	<b>Invoiced</b>	<b>Actual</b>	<b>Invoiced</b>
Membership Recruitment	1,495,000	1,495,000	1,750,000	3,950,000
Information Sharing - Webinar Incidentals	1,103,000	701,000	-	500,000
Training Costs	5,904,101	5,904,101	-	-
Hotel Costs	18,984,375	-	-	-
	<b>27,486,476</b>	<b>8,100,101</b>	<b>-</b>	<b>4,450,000</b>
<b>NOTE 21. RESPONSIVE SERVICE PROVISION</b>				
Knowledge transfer travels	4,946,536	4,946,536	-	500,000
	<b>4,946,536</b>	<b>4,946,536</b>	<b>-</b>	<b>500,000</b>
<b>NOTE 22. ADVOCACY, VISIBILITY &amp; LOBBYING</b>				
Media visibility / Representation	2,000,000	2,000,000	-	15,697,710
Enhanced Website	2,177,000	1,394,000	130,000	380,000
Ministries Engagement/Lobby for favourable political agenda	5,000,000	15,000,000	4,200,000	2,200,000
The Contractor Magazine Production Costs	24,207,512	24,207,512	26,160,636	22,201,636
	<b>33,384,512</b>	<b>42,601,512</b>	<b>30,490,636</b>	<b>40,479,346</b>

## I - MEMBERSHIP ENTRY FEES PAYMENTS

S/No	Member	Amount
1	Agomba Business Company Limited	500,000
2	Awico Engineering Company Ltd	500,000
3	Bana Enterprises Ltd	500,000
4	Beru Investments (U) Limited	500,000
5	BLD Consults Ltd	500,000
6	BMP Engineering Services Ltd	500,000
7	C & G Andijes Group Limited	500,000
8	Canaan Construction Co. Ltd	500,000
9	Capital Logistics & Construction Co Ltd	500,000
10	Dadasa Services Limited	500,000
11	Doshnut (U) Ltd	500,000
12	Double Q Co. Limited	500,000
13	Doxa Engineering (U) Limited	500,000
14	Earl's Associates Limited	500,000
15	Electronic Network Services Ltd	500,000
16	Exponential Ventures Ltd	500,000
17	G7 Prime Limited	500,000
18	Global 21st Engineering Ltd	500,000
19	Hest Engineers Company Limited	500,000
20	International Modern Construction Limited	500,000
21	ISB Consults Limited	500,000
22	Ismat Engineering Company Limited	500,000
23	Jesani Construction Ltd	500,000
24	Jinako Engineering Works Ltd	500,000
25	JIT Projects Ltd	500,000
26	Karukana Enterprises Ltd	500,000
27	Kisinga Construction Company Ltd	500,000
28	Kra Konstruktion Ltd	500,000
29	Krut Supplies & Logistics Ltd	500,000
30	Lupai Investments Limited	500,000
31	Madika General Services Limited	500,000
32	Mbasa Investments Ltd	500,000
33	Moha Construction Limited	500,000
34	Mota-Engil (Uganda) Limited	500,000
35	Prand Engineering Limited	500,000
36	RB Mubiru Services Ltd	500,000
37	Reliefline Construction Ltd	500,000

**I - MEMBERSHIP ENTRY FEES PAYMENTS (CONINUED)**

S/No	Member	Amount
38	Rosanah Investments Ltd	500,000
39	Royal Transit Ltd	500,000
40	Rubrima Africa Limited	500,000
41	Sany Ventures	500,000
42	Sasali Contractors Ltd	500,000
43	Shapam Holding Ltd	500,000
44	Smart Floors Ltd	500,000
45	Tegeka Enterprises Ltd	500,000
46	Terrain Plant Limited	500,000
47	Tradint Limited	500,000
48	Winlink Technologies Ltd	500,000
49	Winrar Services Ltd	500,000
50	Zopah (U) Ltd	500,000
	<b>Total</b>	<b>25,000,000</b>

**II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021**

S/No.	Member	Amount	
		UShs,	Remark
	<b>Class A1 International</b>		
1	Arab Contractors (U) Ltd	10,000,000	
2	China Wu Yi Co Ltd	10,000,000	
3	Dott Services Ltd	10,000,000	
4	East African Piling Company Limited	10,000,000	
5	Mota-Engil Engenharia E. Construc�o SA	10,000,000	
6	Sbi International Holdings Ag	10,000,000	
7	Seyani International Company Ltd	10,000,000	
8	Stirling Civil Engineering Limited	10,000,000	
9	The Arab Contractors Osman Ahmed Osman & Co.	10,000,000	
	<b>Total</b>	<b>90,000,000</b>	



## II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021 (CONINUED)

S/No.	Member	Amount	
		UShs,	Remark
	<b>Class A1</b>		
10	Ambitious Construction Limited	7,500,000	
11	Armpass Technical Services (Paid in Advance)	-	
12	Babcon Uganda Limited	20,500,000	2019/20/21
13	Cementers Uganda Limited	7,500,000	
14	Excel Construction Limited	7,500,000	
15	Mota Engil (Uganda) Ltd	10,000,000	2021/22
16	Prisma Limited	7,500,000	
17	Krishna Construction Company Ltd	7,500,000	
18	Terrain Services Ltd	7,500,000	
19	Vcon Construction (U) Limited	7,500,000	
20	Pioneer Construction Company Ltd	4,000,000	2020
	<b>Total</b>	<b>87,000,000</b>	
	<b>Class A2</b>		
21	Amugoli General Enterprises Ltd	5,000,000	
21	Coronation Developers (U) Limited	5,000,000	
22	Kiru General Services Ltd	10,000,000	
23	Nicontra Limited	5,000,000	
24	Rodo Contractors Ltd (Paid in Advance)	-	
25	Kark Technical Services	5,000,000	2020
26	Krishna Construction Co. Ltd	5,000,000	
27	Sarick Construction Ltd	5,000,000	
28	Spider Contractors Ltd	5,000,000	2020
29	Kiru General Services Ltd	5,000,000	2020
30	Civitec Africa Ltd	10,000,000	2019/20
31	RockTrust Contractors (U) Ltd	5,000,000	2020
	<b>Total</b>	<b>65,000,000</b>	

## II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021 (CONINUED)

S/No.	Member	Amount	
		UShs.	Remark
	<b>Class A3</b>		
32	BCR General Ltd	6,000,000	2020/21
33	Epsilon Uganda Ltd	6,000,000	2020/21
34	Geses Uganda Ltd	3,000,000	
35	Hest Engineers Company Ltd	3,000,000	
36	Heaat General Engineers & Contractors Ltd	6,000,000	2020/21
37	Gabikan Engineering Ltd	3,000,000	
38	Kato Contractors Limited	3,000,000	
39	Milltech Solutions Limited	3,000,000	
40	Networld Uganda Ltd	3,000,000	
41	Technical Masters Limited	6,000,000	2020/21
42	Muga Services Ltd	6,000,000	2020/21
43	Continuum Engineering Ltd	3,000,000	2020
44	Lusa Construction and Engineering Co. Ltd	3,000,000	2019
	<b>Total</b>	<b>54,000,000</b>	
	<b>Class A4</b>		
45	Awico Engineering Company Ltd	1,000,000	
46	Beru Investments Uganda Ltd	1,000,000	
47	Bolt Construction Company Limited	1,000,000	
48	Build Base Associates (U) Ltd	2,000,000	
49	Bana Enterprises Limited	1,000,000	
50	BMP Engineering Services Ltd	1,000,000	
51	Capital Logistics & Construction Ltd	1,000,000	
52	CMD Investments Limited	1,000,000	
53	Crystal Consults (U) Ltd	1,000,000	
54	Dansem Construction Company Ltd	1,000,000	
55	Dynaco Ltd	1,000,000	
56	Doxa Engineering (U) Ltd	1,000,000	
57	Earls Associates Ltd	1,000,000	

## II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021 (CONINUED)

S/No.	Member	Amount	
		UShs.	Remark
58	Gat Consults Limited.	1,000,000	
59	Global 21st Engineering Ltd	1,000,000	
60	Hebron Investments Ltd.	1,000,000	
61	ISB Consult Limited	1,000,000	
62	Jinako Engineering Works Ltd	1,000,000	
63	Kenvin Company Ltd	1,500,000	
64	Home Builders Ltd	1,000,000	
65	Madika General Services Limited	1,000,000	
66	Mason Consult Ltd	3,000,000	
67	Moha Construction Ltd	1,000,000	
68	Rosannah Investments Limited	1,000,000	
69	Royal Transit Ltd	1,000,000	
70	Rova Construction Company Limited	1,000,000	
71	Rubrima Africa Limited	1,000,000	
72	Sanitation Africa	1,000,000	
73	Sanix Technologies Limited	1,000,000	
74	Sany Ventures Limited	1,000,000	
75	Tradint Limited	1,000,000	
76	Wako Construction Co. Limited	1,500,000	2021/22
77	Crystal Consult	1,000,000	2020
78	Adapt Technical Services Limited	1,000,000	2020
79	Buildbase Associates Limited	1,000,000	2020
80	Shepherds Services Limited	1,000,000	2020
81	Mason Consult Limited	2,000,000	2019/20
		<b>42,000,000</b>	
	<b>Class A5</b>		
79	Aboye Technologies Limited	500,000	
80	ByGrace Construction And General Enterprises (U) Ltd	500,000	

## II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021 (CONINUED)

S/No.	Member	Amount	
		UShs.	Remark
81	Chamil International Ltd	700,000	2020/21
82	Crane Aluminium & Construction Ltd	500,000	
83	Dacosi Limited	500,000	
84	Dadasa Services Limited	500,000	
85	Etabco Panafrica Limited	1,000,000	2020/21
86	Flexihome Limited	500,000	
87	Exponential Ventures Ltd	500,000	
88	Friendship Uganda Ltd	500,000	
89	Heavy Investment Limited	1,000,000	
90	Interbuild Technical Masters Ltd	500,000	
91	JIT Projects Limited	500,000	
92	Karukana Enterprises Ltd	500,000	
93	Krut Supplies & Logistics Ltd	500,000	
94	Kemi Uganda Limited	500,000	
95	Kra Konstruktion Ltd	500,000	
96	Legend Consultancy (U) Ltd	500,000	
97	Lupai Investments Ltd	500,000	
98	Malt (U) Ltd	500,000	
99	Mbafakoki Produce Enterprises Ltd	500,000	
100	Mbasa Investments (U) Limited	500,000	
101	Molecule Investment (U) Ltd	500,000	
102	Perfect Multiple Engineering & Consultancy Services	500,000	
103	Rapid Civil Contractors & Fabricators Ltd	500,000	
104	R.B. Mubiru Services	500,000	
105	Rim Njee Builders Limited	500,000	
106	Sasali Contractors Limited	500,000	
107	Shapam Holdings Limited	500,000	
108	Smart Floors Limited	500,000	

## II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021 (CONINUED)

S/No.	Member	Amount	
		UShs.	Remark
109	S-M Cathan Property Consult	500,000	
110	Winrar Services Ltd	500,000	
111	Winlink Technologies Ltd	500,000	
112	Zillon Investments Limited (Paid in Advance)	-	
113	Zopah Uganda Ltd	500,000	
114	Crisp Contractors Ltd	500,000	
115	Friendship (U) Ltd	500,000	2020
	<b>Total</b>	<b>19,200,000</b>	
	<b>Class B1</b>		
116	Steel And Tube Industries Ltd	5,000,000	
117	Kansai Plascon Uganda Limited	5,000,000	
118	Kampala Cement Co. Limited	5,000,000	
	<b>Total</b>	<b>15,000,000</b>	
	<b>Class B2</b>		
119	Double Q Co. Limited	2,000,000	
120	Conpro Limited	2,000,000	
121	Africa Road Furniture Ltd	2,000,000	
122	Ganatra Plant & Equipment Limited	2,000,000	
123	Mantrac Uganda Limited	2,000,000	
124	Prayosha Enterprises Limited	2,000,000	
125	Terrain Plant Limited	2,000,000	
126	NSI Water Limited	2,000,000	
127	Victoria Equipment Limited	2,000,000	
128	Davis & Shirliff International Limited	2,000,000	
129	Afrimech (U) Ltd	1,000,000	2020
	<b>Total</b>	<b>21,000,000</b>	



## II - MEMBERSHIP SUBSCRIPTION AS AT 30TH SEPT. 2021 (CONINUED)

S/No.	Member	Amount	
		UShs.	Remark
	<b>Class C1</b>		
130	Uni Engineers Uganda Limited	1,500,000	
	<b>Total</b>	<b>1,500,000</b>	
	<b>Class C2</b>		
131	Transtel Limited	750,000	
	<b>Total</b>	<b>750,000</b>	
	<b>Class D1</b>		
132	MUA Insurance Company Ltd	2,000,000	
133	Freight In Time (U) Limited	2,000,000	
	<b>Total</b>	<b>4,000,000</b>	
	<b>Class D2</b>		
134	Angualia Busiku & Co. Advocates	1,000,000	
135	Pax Insurance Company Limited	1,000,000	
136	Smart Compliance Ltd.	500,000	
137	Statewide Insurance Company Ltd	1,000,000	
	<b>Total</b>	<b>3,500,000</b>	
	<b>MEMBERSHIP FEES SUMMARY</b>		
1	Subscription fees	402,950,000	
2	Entry Fees	25,000,000	
	<b>Total</b>	<b>427,950,000</b>	

### **DULY NOMINATED CANDIDATES FOR THE NEW BOARD OF DIRECTORS 2022-2024**

In accordance with clause 4 (iii) of the Nominations and Elections Guidelines 2021, declaration is hereby given that nominations for positions of the Board of Directors 2022-2024 of Uganda National Association of Building and Civil Engineering Contractors (UNABCEC) are closed. The following are the duly nominated candidates for the respective positions;

<b>S/N</b>	<b>NAME OF CANDIDATE</b>	<b>MEMBER FIRM</b>
<b>THE PRESIDENT</b>		
1	MR. JAMESONE OLONYA	DOTT SERVICES LTD
<b>THE TREASURER</b>		
1	MS. SYBELLA NAMIREMBE	EPSILON (U) LTD
<b>BOARD MEMBER CLASS A-1 INTERNATIONAL</b>		
1	MS. KIARA BINTA NKURANGA	DOTT SERVICES LTD
<b>BOARD MEMBER CLASS A-1 LOCAL</b>		
1	MR. MARK NSUBUGA	KASESE NAIL & WOOD INDUSTRY LTD
<b>BOARD MEMBER CLASS A-2</b>		
1	MR. MOSES TIBERONDWA	MUMA CONSTRUCTION LTD
<b>BOARD MEMBER CLASS A-3</b>		
1	ENG. RONALD MUGABI	GABIKAN ENGINEERING LTD
<b>BOARD MEMBER CLASS A-4</b>		
1	MR. DUNCAN MWESIGWA	PROVIDE INTERNATIONAL LTD
2	MR. SSENZOZI ROBERT	ADAPT TECHNICAL SERVICES LTD

S/N	NAME OF CANDIDATE	MEMBER FIRM
<b>BOARD MEMBER CLASS A-5</b>		
1	MR. AGABA EDWIN	TEDMACK ENGINEERING WORKS LTD
2	MR. MUGISHA TURYAHIKAYO ALLAN	S-M CATHAN PROPERTY CONSULT
3	MS. MARIAM NAMIYA	REENBOOG CONSTRUCTION SERVICES LTD
<b>BOARD MEMBER CLASS B-1</b>		
1	MR. KAPIL KUMAR	KAMPALA CEMENT CO. LTD
<b>BOARD MEMBER CLASS B-2</b>		
1	MR. JOHNMARY KINAALWA	ACHELIS UGANDA LTD
2	MR. HOWARD WODOMAL	MANTRAC (U) LTD
<b>BOARD MEMBER CLASS C-1</b>		
1	ENG. HERBERT SSERUNKUUMA	POWER AFRICA (U) LTD

Signed by,

Mulongo Ronny,  
Chairperson, Interim Election Committee,  
26<sup>th</sup> November 2021.





BANK

## ASSET FINANCING

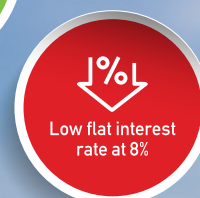
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