

THE REPUBLIC OF UGANDA

**PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS APPEALS
TRIBUNAL**

ANNUAL REPORT 2023/2024



FOREWORD BY THE CHAIRPERSON

In this eighth Annual Report of the Tribunal for the Financial Year (FY) 2023/2024 I am delighted to report that we handled and disposed of all the procurement and disposal appeals (applications) filed before the Tribunal within the statutory 15 working days, with no case backlog, effectively fulfilling the government's goal of providing an independent, fair, and efficient complaint handling mechanism for procurement and disposal processes.

This reporting period marks the second term of office for the Chairperson and most of the current Tribunal members, who were appointed by you initially in 2022 and re-appointed in 2023 to execute the mandate bestowed upon them and dispense justice with dedication, impeccable professionalism, and diligence.

The Tribunal's primary role is to hear and adjudicate applications (cases) challenging Procuring and Disposing Entities' decisions from bidders or individuals whose rights are adversely affected by an Accounting Officer's decision.

During the Financial Year 2023/2024, the Tribunal processed 55 applications and four (4) miscellaneous applications, with a total subject matter value of Uganda Shillings 254,339,303,012. This represents a 44.74% increase in applications from 38 applications, the last Financial Year 2022/2023 (reference PAT Annual report 2022/2023).

The Tribunal carried out sensitisation of stakeholders on the procurement and disposal complaint handling mechanism for and the role of the Tribunal through workshops. The four regional workshops were conducted in Busoga, Bunyoro, Rwenzori, and Greater Masaka Sub-Regions to engage stakeholders and popularise its services, addressing stakeholder aspirations, expectations, and needs.

The Tribunal's decisions are promptly published on the Tribunals' website www.pat.go.ug and Uganda Legal Information Institute's websites for public access. So every interested stakeholders can access and read our decisions within 3 days of issuance

The Tribunal's timely decision-making has enhanced service delivery in public procurement and asset disposal, increasing the value of public contracts

awarded to local firms and thereby fulfilling the NDP-III of the Private Sector Development Programme.

The Tribunal effectively implemented the National Development Plan (NDPIII) 2020/2021-2024-2025's Innovation, Technology Development and Transfer Programme by conducting virtual hearings for 85% of applications, ensuring timely decision-making within statutory timelines and saves entities who may not have adequate resources to travel to and from Kampala for hearings

I take this opportunity to express my appreciation to you, the Honourable Minister, for the political leadership and the members and staff of the Tribunal for their continuous cooperation and support in enhancing the Tribunal's performance.

Francis Gimara SC
Chairperson

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1.0. Introduction and Organisation Overview

The Public Procurement and Disposal of Public Assets Appeals Tribunal is a quasi-judicial body established under Section 108 of the Public Procurement and Disposal of Public Assets Act Cap 205.

The Tribunal comprises a chairperson and six (6) members appointed from the private sector by the Minister of Finance, Planning and Economic Development for a four (4) year term, which may be renewable for only one more term in accordance with sectionof the PPDA Act .

The membership of the Tribunal as at the end of June 2024 was as follows;

1) Francis Gimara S.C	Chairperson
2) Nelson Nerima	Member
3) Paul Kalumba	Member
4) Geoffrey Nuwagira Kakira	Member
5) Charity Kyarisiima	Member
6) Keto Kayemba	Member
7) Eng. Thomas Brookes Isanga	Member

Eng. Thomas Brookes Isanga's second term as a Tribunal Member ended on June 28, 2024, having served for 6 years from 10th September 2018 to 28th June 2024.

This report includes the profile of the Chairperson and Members of the Tribunal in Appendix II.

1.1 Vision Statement

The vision of the Tribunal is: *'To be a centre of excellence for public procurement and disposal of public assets disputes management in Africa'.*

1.2 Mission Statement

The mission of the Tribunal is: *'To provide accessible, quality and timely adjudication in public procurement and disposal of public assets disputes in accordance with the law'.*

1.3 Core Values

- a) Teamwork
- b) Integrity; and
- c) Efficiency.

1.4 Functions of the Tribunal

The Tribunal's primary role is to hear and adjudicate cases challenging Procuring and Disposing Entities' decisions from bidders or individuals whose rights are adversely affected by an Accounting Officer's decision and to issue a decision within 15 working days.

1.5 Powers of the Tribunal

Under Section 116 of the Public Procurement and Disposal of Public Assets Act Cap 205, the Tribunal has the powers of the High Court to summon any person to appear and provide evidence.

The Tribunal is obliged to halt a procurement or disposal process until it hears and determines an application filed under section 117(2) of the Public Procurement and Disposal of Public Assets Act Cap 205.

As part of its strategic objectives, the Tribunal uses a hybrid system of physical and virtual hearings, utilising digital solutions for enhanced service delivery and business continuity.

1.6 Tribunal Secretariat and Offices

The Tribunal's Secretariat, led by the Registrar, is responsible for managing the Registry and comprises nine staff members who assist in executing its mandate. The Secretariat served the Tribunal and conducted all the work very well during the period being reported.

The Tribunal offices are located in Communications House, on Plot 1, Colville Street, Kampala Capital City, 7th Floor, and the Tribunal Court Room is on the 1st Floor of the same building.

The Courtroom has advanced transcription equipment to record the Tribunal's proceedings efficiently during an application hearing.

1.7 Budget Performance

The Tribunal's budget is a subvention under the Ministry of Finance, Planning, and Economic Development, which facilitates the Tribunal's operations.

The Tribunal's initial budget for the FY2023/2024 was Uganda Shillings 2,700,000,000, with supplementary funding of Uganda Shillings 651,268,391 from the Ministry of Finance, Planning and Economic Development. Therefore, the Ministry of Finance, Planning and Economic

Development released a total of Uganda Shillings 3,351,268,391 to the Tribunal for this reporting period.

The Tribunal's total expenditure was Uganda Shillings 3,351,222,049 (*Three Billion Three Hundred Fifty-One Million Two Hundred Twenty-Two Thousand Forty-Nine only*), indicating a budget performance of 100%.

Despite budget supplementary releases, the Tribunal still faces insufficient funding for its activities, hindering its ability to implement its Strategic Plan effectively.

2.0. Activities of the Tribunal during the Report Period

The Tribunal's main activities during the FY2023-2024 that are under the strategic objectives of the Tribunal were as follows:

- (i) Hearing and disposal of applications challenging the decisions of Procuring and Disposing Entities from bidders or persons whose rights are adversely affected by a decision of an Accounting Officer.
- (ii) Conducting stakeholder engagement sessions at regional levels, specifically in the Busoga, Bunyoro, Rwenzori, and Greater Masaka Sub-Regions, and raising public awareness of the Tribunal's functions through radio talk shows.
- (iii) Stakeholder engagements on matters relating to procurement and disposal laws and processes. Key engagements included meetings with the Public Procurement Authority of the Republic of South Sudan and training bar course students in Uganda on the Tribunal's processes and procedures.

2.1 Applications for Review of the Decisions of Procuring and Disposing Entities and Miscellaneous Applications

The Tribunal processed and ruled on a total of 55 applications and four (4) miscellaneous applications during the reporting period 2023-2024. A summary of the Applications is contained in Appendix I of this Report.

2.2 Summary of Prominent Issues or Complaints in Applications before the Tribunal

Table 1 below highlights the frequency of issues in the applications cited in Section 2.1.

Table 1: Frequency of issues in applications cited in section 2.1

S/N	Issue in the Applications reviewed	Frequ ency of issues identif ied in the 55 review ed Applic ations	Frequ ency of issues identi fied in the 55 review ed Applic ations	Frequenc y of issue by percentag e (%) out of the total issues
1.	The Evaluation Committee adopting an Evaluation Criteria not provided for in the bidding document or failure to evaluate bids using the Evaluation Criteria Provided	23	23	24%
2.	Failure by Accounting Officers to make and communicate a decision within the set Statutory timelines	17	17	18%
3.	Failure by Applicants to file Applications to the Tribunal within Statutory Timelines	15	15	16%
4.	Grounds of belief by a bidder that an accounting officer has a conflict of interest	12	12	13%
5.	Legality of cancellation of a procurement process or rejection of all bids	5	5	5%
6.	Whether Applicant as a bidder falls within the definition of “ <i>a person whose rights are adversely affected by a decision made by an accounting officer.</i> ”	4	4	4%
7.	Failure by the Accounting Officer to guide the complainants on payment of administrative review fees	3	3	3%
8.	Legal effect of failure to serve statutory notice on Accounting Officer	3	3	3%
9.	Legality of award of contract without following successive stages of a procurement cycle or renewals without due process	2	2	2%
10.	Whether the Tribunal has Jurisdiction over World Bank-financed procurements.	2	2	2%
11.	Restrictive evaluation criteria	2	2	2%
12.	Who is an “accounting officer” in a public procurement dispute?	2	2	2%

13.	Failure by the Accounting Officer to give reasons for administrative review decision	1	1	1%
14.	Dismissal of a Complaint by an Accounting Officer due to non-payment of fees by an aggrieved bidder	1	1	1%
15.	Failure by the Accounting Officer to make an administrative review decision (<i>Accounting Officer forwards recommendation of Administrative Review Committee</i>)	1	1	1%
16.	Failure to pay the full filing fees to the Tribunal	1	1	1%
17.	Failure by Evaluation Committee to apply Government policy and Evaluation Criteria to favour Vendor's Cooperatives and Associations	1	1	1%
18.	Expiry of Bid Validity	1	1	1%
19.	Total Issues in the applications no (%)		96	100%

2.3 Proposals to Mitigate the Recurring Issues in the Applications

The Tribunal proposes several mitigation measures to address the recurring issues. The Proposals aim to prevent delays in public procurement, enhance service delivery, promote good governance, and reduce procurement-related corruption.

- a) Proactive and continuous engagement of stakeholders in the administrative review process in public procurement to effectively manage stakeholder expectations, efficiently make decisions, improve relations with stakeholders, prevent project delays and obstacles, manage risk and accountability, and earn the trust and goodwill of stakeholders.
- b) Accounting Officers should take appropriate administrative actions against entity staff who fail to comply with procurement laws or act negligently in executing their duties, causing unnecessary administrative review complaints.
- c) The Government of Uganda should commence prosecuting persons who commit offences under section 129 of the Public Procurement and Disposal of Public Assets Act, Cap 205.
- d) Continued collaboration with the Public Procurement and Disposal of Public Assets Authority to address frequently identified issues. The Tribunal and the Public Procurement and Disposal of Public

Assets Authority have signed a Memorandum of Understanding to enhance collaboration on procurement and disposal matters.

2.4 Training of Staff

The Registrar underwent training in Corporate Governance Practices for Organizational Sustainability at the Institute of Corporate Governance of Uganda. The training emphasised, among other things, the roles of Board members in organisations.

2.5 Training of Tribunal Members

During the review period, Mrs. Keto Kayemba, a Tribunal member, underwent training in Corporate Governance Practices for Organizational Sustainability with the Institute of Corporate Governance of Uganda. The training, among other things, emphasised the law governing Corporate Governance in Uganda.

2.6 Stakeholder Engagement

The Tribunal conducted four regional stakeholder engagements to raise awareness about its procurement and disposal activities. However, the level of engagement is still low and requires additional funds. **Table 2** below shows the regions covered, the dates of the engagements, and the respective locations.

Table 2: Stakeholder engagement

Region	Date	Location
Busoga sub-region comprising representatives of PDE's: Jinja District Local Government (DLG), Bugiri DLG, Iganga DLG, Kamuli DLG, Buyende DLG, Namutumba DLG, Luuka DLG, Kaliro DLG, Namayingo DLG, Mayuge DLG, Jinja School of Nursing & midwifery, Jinja city, Iganga Municipality, Kamuli Municipality together with other selected service providers.	9 th February 2024	Jinja Nile Resort Hotel, Jinja City.
Bunyoro sub-region comprising representatives of PDE's; Buliisa DLG, Kiryandongo DLG, Masindi DLG, Masindi Municipality, Hoima DLG, Hoima city, Kibaale DLG, Kagadi DLG, Kakumiro DLG, Kikuube DLG, Kyankwanzi DLG, Kiboga DLG, Hoima Regional referral Hospital, Kigumba Petroleum Institute together with other selected service providers.	22 nd March 2024	Hoima Resort Hotel, Hoima City.
Rwenzori sub-region comprising of PDE's; Kabarole DLG, Kasese DLG, Bunyangabo DLG, Bundibugyo DLG, Ntoroko DLG, Kamwenge DLG,	19 th April 2024	Nyaika Hotel, Fort Portal

Kitagwenda DLG, Kyenjojo DLG, Kyegegwa DLG, Fort Portal City, Kabarole regional Referral hospital, Fort Portal School of Health science, Mountains of the Moon University together with other selected service providers.		City.
Greater Masaka on comprising of PDE's; Masaka DLG, Masaka City, Lyantonde DLG, Lwengo DLG, Ssembabule DLG, Rakai DLG, Kalungu DLG, Kalangala DLG, Bukomansimbi DLG, Kyotera DLG, Masaka Regional Referral Hospital with selected service providers.	17 th May 2023	Hotel Brovard, Masaka City.

Highlights of the stakeholder engagement

The stakeholder engagement focused on the mandate of the Tribunal, how to file for complaints before the Tribunal's mandate, how to file complaints before the Tribunal, and the common trouble areas in public procurement that give rise to administrative review. From the interaction in the stakeholder engagement, it is evident that the Procuring and Disposing Entities and bidders are not well conversant with the new procurement law.

3.0 Key Achievements and Status of Implementation of the Tribunal's Strategic Plan 2022-2025

The update on implementing the Tribunal's strategic plan are categorised according to the plan's five strategic objectives as shown below;

S01: Enhance the quality, relevance and delivery of Tribunal Decisions with great customer experience.

- a) The Tribunal heard and resolved 55 Applications with a total subject matter value of Uganda Shillings 254,339,303,012, and ensured there were no case backlog, all were resolved within statutory times.
- b) Mrs Keto Kayemba, as a newly appointed member to the Tribunal, was appointed in 9th May 2023 and was sworn in by Deputy Chief Justice, Hon. Justice Richard Butera, on July 18th, 2023.
- c) During this reporting period, workshops were conducted for the Board Evaluation and Stakeholder Engagement Plan.

S02: Attract, develop and retain high-quality staff adequate for the Secretariat.

- a) The Registrar underwent training in Corporate Governance at the Institute of Corporate Governance of Uganda.

- b) The Registrar attended the East African Procurement Forum in Burundi, Bujumbura, where partner states share procurement practices and make resolutions for harmonisation.
- c) The Finance and Administration Manager and Senior Accountant attended the 4th East African Congress of Accountants conference in Kigali, Rwanda from April 16th-19th, 2024.

S04: Enhance the effective stewardship of Tribunal resources.

The Tribunal, through its Finance and Administration Committee, approved budget allocations and quarterly allocations before they were expended by the Tribunal.

The Tribunal received unqualified audit report/clean opinion from the office of the Auditor General for the financial year ended on 30th June 2023. The auditing process of the financial year ended 30th June 2024 is completed and we are waiting for the report from the office of the Auditor General.

S05: Develop and implement an effective communication and stakeholder engagement strategy for the Tribunal

- a) On February 14th, 2023, the Secretariat held a physical and virtual sensitisation session for postgraduate students at the Law Development Centre.
- b) The Secretariat established a WhatsApp Community for the PPDA Appeals Tribunal Decision, where the Tribunal's decisions are shared with its stakeholders.
- c) The Tribunal successfully engaged with stakeholders in the Busoga sub-region at Jinja Nile Resort hotel on February 9, 2024, and held a radio talk show on Baba FM about its mandate.
- d) The Tribunal held stakeholder engagements in Bunyoro, Rwenzori, and Greater Masaka sub-regions on March 22, April 19, and May 17, respectively, at Nyaika Hotel, Hoima Resort Hotel, and Brovad Hotel, Masaka City, respectively.
- e) The Tribunal's decisions were promptly uploaded to its website and the Uganda Legal Information Institute's website for stakeholders to access easily.

4.0 Challenges

The Tribunal is grappling with several challenges that require immediate attention. Key challenges have been identified, and proposed solutions/actions are presented in **Table 3** below.

Table 3: Challenges faced at the Tribunal

SN	Challenges	Proposed Solution
1.	The national rollout of the E-Government Procurement system necessitates improving IT infrastructure, but inadequate funds are limiting IT staff recruitment.	Pending the availability of funds, the Tribunal intends to enhance staff capacity and competences and acquire suitable ICT equipment.
2.	Handling procurements under the e_GP when the Tribunal has does not access procurement documents electronically saved on the e-Portal on its own and has to rely on entities during hearing to access and show	Engage with MoFPED, and eGP project team to explore and learn together how to update the e-GP to include the administrative review mechanism
3.	Awareness-related capacity gaps by Entities and providers lead to several cases being struck out on technicalities.	The Tribunal intends to conduct stakeholder engagements subject to the availability of funds continuously. And to hold regular engagements with PPDA to explore areas of collaboration to address capacity and other relevant matters with support of MoFPED.
4.	Insufficient funding prevented the implementation of necessary training for Tribunal Members and staff to enhance their knowledge.	The plan is to conduct training and capacity building in 2024/2025, provided adequate funds are available. Request and obtain additional funding from MoFPED.

5.0 Key Planned Activities for the Financial Year 2024/2025

In the financial year 2024/2025, the key planned activities of the Tribunal, according to the Strategic Plan, are:

- a) continue to expeditiously handle Applications filed to the Tribunal and deliver quality decisions.
- b) automate and digitise all the Tribunal activities when funds are available.
- c) continue to conduct sensitisation of procuring and disposing entities, bidders and the general public on the roles of the Tribunal;
- d) continuously compile and publish a compendium of applications handled by the Tribunal.
- e) Continuous training and skills building for Tribunal members and staff in procurement-related matters, Court administration, and decision drafting.

- f) Collaborative engagements with key stakeholders, such as the Judiciary, MoFPED, and Public Procurement and Disposal of Public Assets Authority.
- g) Recruitment of key staff to cope with the increased workload.

Appendix I: A Summary of the Applications Determined by the Tribunal

Appendix II: Profiles of the Tribunal Members

FRANCIS GIMARA S.C



Francis Gimara S.C. a Partner at ALP Advocates one of the leading law firms in Uganda. He is an Advocate of the High Court of Uganda and all the Courts subordinate thereto.

His primary areas of focus include Insolvency Law, Trade and Integration Law, Corporate Governance Law, Agricultural Law Arbitration and Dispute Resolution. He has participated in several commercial transactions, and consultancies; and also has considerable experience in the management and development of business enterprises in Africa.

Francis holds an LLM from Cambridge University, a Bachelor of Laws from Makerere University (Kampala, Uganda) and a Diploma in Legal Practice from the Law Development Centre (Kampala, Uganda). He also has a Post Graduate Diploma in Business Administration from Edinburgh Business School (Herriot Watt University).

Francis is also a member of several Boards of key Companies and Organizations in Uganda. He is a member of Uganda Law Society, the East African Law Society, the Pan African Lawyers Union and the International Bar Association.

Francis has in the recent past served as President of the Uganda Law Society.



NELSON NERIMA

Nelson Nerima holds a Masters of Law (LL.M) in Commercial and Corporate Law, University of London; a Bachelor of Laws (LL.B) (Hons) from Makerere University; and a Diploma Post Graduate Diploma from the Law Development Centre, Kampala.

He is an advocate practicing with Nambale, Nerima & Co. Advocates. He has been in private legal practice since 1998 and specializes in corporate and commercial law; land law; administrative law and civil litigation. He also practices as an insolvency practitioner.

He is a chartered arbitrator.

He has attended numerous trainings and acquired additional competences as part of continuous legal education. He undertakes consultancies for both public and private sector clients.

He served as a lecturer at the Law Development Centre from 2003 to 2015.

He also served on the board of the Capital Markets Authority from 2014 to 2021.

He published three textbooks- *A Practical Guide to Company Law and Practice in Uganda*, *Uganda Insolvency Law Handbook* and *Essentials of Uganda's Employment Law*

He is married with children.

GEOFFREY NUWAGIRA KAKIRA



Geoffrey Nuwagira Kakira is a Procurement Specialist with 33 years' experience in public sector procurement and supply chain management. Over the period 1987-2012 he worked on full time basis in public procurement/supply chain as a practitioner in large and busy procurement and supply chain environments in reputable organizations that include; National Water and Sewerage Corporation and Public Procurement and Disposal of Public Assets Authority (PPDA)

Geoffrey has been engaged as a Procurement Specialist/Individual Consultant for reputable International and national Organisations/Agencies over the period 2012-2024, focusing mainly on: procurement audit (assessment), procurement policy and procedures development, procurement capacity building, procurement training and advisory services.

Geoffrey Nuwagira Kakira is a holder of: a Master's Degree in Management Studies of Uganda Management Institute, a Post Graduate Diploma in Business Management of Makerere University/Uganda Management Institute, a Graduate Diploma in Purchasing and Supply of United Kingdom and a Bachelor of Science Degree of Makerere University

He is a Certified Procurement Practitioner (CPP) member of the Institute of Procurement Professionals of Uganda (IPPU) and undertaken training in procurement and supply chain management for both undergraduate students and practising procurement professionals. He has served and is still serving on some organisations over the period 2011-2024 on several governing Boards/ Councils of reputable public and private sector organisations

He is a professing born again Christian, married to Verina Kakira and with children

Geoffrey continues to provide procurement and management consultancy services to public and private sector organizations and individuals.

PAUL KALUMBA



Paul Kalumba holds a Master of Science Degree in Procurement and Strategy from the University of Glamorgan, UK; a Masters of Business Administration from the University of South Wales, UK and a Bachelor of Commerce Degree from Makerere University, Kampala. He is a Certified Public Private Partnership Specialist as well as Chartered Procurement Professional.

He is a Procurement Professional with over 15 Years of experience in both procurement practice and advisory across different sectors. His other areas of expertise include, Change Management, organizational assessments, Business Process Re-engineering, HR Advisory, Project/Program Monitoring and Evaluation as well as Independent Monitoring and Audit.

He has been involved in provision of procurement advisory services to various institutions in the public, private and NGO sectors in various countries including Uganda, Ethiopia, Rwanda, Kenya, Tanzania, Lesotho, South Sudan, Nigeria, Somalia, Somaliland, Liberia, Swaziland, Marshall Islands, South Africa, Cote D'Ivoire, Ghana and Botswana.

He is currently a Director for Advisory Services at Kisa & Associates, an Advisory Services firm domiciled in Uganda.



CHARITY KYARISIIMA

Mrs. Charity Kyarisiima is a holder of a Bachelor's Degree in Business Administration (Accounting and Finance), Master's Degree in Business Administration (Finance and Banking) from Kampala International University and is also currently pursuing a Doctorate of Philosophy in Business Administration (Management).

Charity is business oriented with extensive business skills, knowledge, and experience in the Kampala business fraternity. A highly organized and motivated personnel currently employed by Great Lakes Regional University in Uganda.

In addition to her expertise, Charity possesses excellent drafting skills and is thoroughly up-to-date with relevant capacity to develop, prepare and review development work plans.



KAYEMBA KETO NYAPENDI MARIA GORETI

Kayemba Keto Nyapendi Maria Goreti holds a Master of Science in Energy Management of the Robert Gordon University-Aberdeen, a Master of Business Administration of Makerere University; a Bachelor of Commerce Accounting (B.com).

She is member of the Institute of Certified Public Accountants of Uganda (ICPAU), a Fellow of the Association of Chartered Certified Accountants (FCCA) and member of Information Systems Audit and Control Association (ISACA), Kampala Chapter and a Certified Information Systems Auditor (CISA).

She is credited for her strong leadership in public sector audits in Uganda. CPA Keto Kayemba retired as Assistant Auditor General of the Republic of Uganda in 2022. She also served as Deputy Chair, Professional Accountancy Development Committee (PAODC) of the International Federation of Accountants (IFAC); a member of the Council of the Institute of Certified Public Accountants of Uganda (ICPAU) representing the Office of the Auditor General for over 15 years; and Chairperson of the Public Accountants Examinations Board of ICPAU for 3 years. She is a member and is the President of the Pan African Federation of Accountants (PAFA) for a two-year term, effective 2023 – 2025.

REGISTRAR
ATIKU SAKI MANSOOR



Atiku Saki Mansoor is a holder of a Master of Laws in International Business Law from Uganda Christian University, a Bachelor of Laws (LLB) Degree from Makerere University, a Postgraduate Diploma in Legal Practice from Law Development Centre and a Post Graduate Diploma in Public Administration from Islamic University In Uganda (IUIU). He has also undertaken several training sessions and has acquired more knowledge as part of continuing legal education. He is also an Advocate of the High Court of Uganda, a member of the Uganda Law Society & East Africa Law Society and has vast legal practice experience of over fifteen years in both private and public sectors. He has served the PPDA Appeals Tribunal as the Senior Legal Officer and now as the Registrar.

He is married with four children.

Appendix III: Pictorials on Tribunal Activities



Figure 1: Swearing in of new Tribunal Member Mrs Keto Kayemba at the Court of Appeal by Deputy Chief Justice Richard Butera on July 18, 2023



Figure 2: Participants at a sensitisation workshop conducted for procuring and disposing entities and bidders in Bukedi, Sebei and Elgon Sub-regions by the Tribunal on 2 June 2023 at Mt Elgon Hotel in Mbale City



Figure 3: Participants at a sensitisation workshop conducted for procuring and disposing entities and bidders in the Karamoja sub-region by the Tribunal on 10 March 2023 at the Africana Hotel in Moroto.

Figure 4: Staff of the Tribunal's secretariat with members of the Public Procurement Tribunal of the Republic of Botswana during a benchmarking visit to the Public Procurement and Disposal of Public Assets Authority offices in Kampala Capital City on March 7, 2023.