



RE-ADVERT

CALL FOR PROJECT PROPOSALS FOR IMPLEMENTATION OF PHASE III OF THE NATIONAL E - BOOSTER PROGRAMME

STATEMENT OF REQUIREMENTS

1.0 INTRODUCTION

The Uganda Communications Commission (UCC), through the Uganda Communications Universal Service and Access Fund (UCUSAF), is mandated to promote universal access to communications services and technologies and to support initiatives that advance digital inclusion, innovation and socioeconomic development.

In line with Uganda Vision 2040, the Fourth National Development Plan (NDP IV), the Digital Transformation Roadmap 2023/24–2027/28 and the UCUSAF IV Strategic Plan 2023/24–2027/28, UCC continues to implement programmes that strengthen Uganda's digital ecosystem through innovation, entrepreneurship and the meaningful adoption of Information and Communication Technologies (ICTs).

One of these flagship interventions is the National e-Booster Programme, which was established to identify, nurture and support locally developed ICT innovations that respond to national development challenges while creating opportunities for enterprise growth, employment and digital transformation. Building on the achievements and lessons of Cohorts I and II, UCC intends to implement Phase III of the Programme to further strengthen Uganda's innovation ecosystem and prepare high-potential ICT solutions for future deployment and scale.

Accordingly, UCC invites proposals from eligible organisations or consortia to implement Phase III of the National e-Booster Programme during FY 2026/27. The successful partner will deliver an integrated programme comprising innovation acceleration, a national assessment of Uganda's ICT innovation ecosystem and documentation and dissemination of knowledge generated through previous e-Booster interventions.

Through this competitive partnership, UCC seeks to strengthen the capacity of Uganda's ICT innovation ecosystem, improve the evidence base for policy and investment decisions, preserve programme knowledge, and enhance the contribution of locally developed digital solutions to inclusive and sustainable national development.

2.0 BACKGROUND

Uganda's digital economy continues to expand, creating new opportunities for innovation, entrepreneurship, employment and improved service delivery across multiple sectors. Increasing numbers of innovators, start-ups and technology enterprises are developing digital solutions to address challenges in agriculture, health, education, financial services, transport, tourism, energy, governance and other priority sectors.

Despite this progress, many promising ICT innovations struggle to progress beyond the prototype or pilot stage due to limited access to technical support, incubation services, business development, investment, mentorship, product validation and market linkages. These constraints reduce the ability of locally developed innovations to mature into sustainable enterprises capable of delivering large-scale socioeconomic impact.

To address these challenges, UCC established the National e-Booster Programme as a strategic intervention to strengthen Uganda's innovation ecosystem by supporting promising ICT solutions through structured acceleration and ecosystem partnerships. Implementation of Cohorts I and II demonstrated that combining technical assistance, mentorship, business development support and stakeholder engagement significantly improves the readiness of innovations for commercialisation and wider adoption.

However, the implementation of earlier cohorts also highlighted broader ecosystem gaps. Uganda currently lacks a comprehensive national picture of its ICT innovation landscape, including information on innovators, innovation hubs, sectoral distribution, levels of maturity, ecosystem support structures and regional disparities. This limits evidence-based planning, investment prioritisation and the ability to measure the overall contribution of ICT innovation to national development. Furthermore, valuable knowledge generated through the previous cohorts has not been comprehensively documented or disseminated to inform future programme design, policymaking and investment.

Phase III of the National e-Booster Programme has therefore been designed as an integrated intervention that will simultaneously strengthen innovation acceleration, generate national evidence on Uganda's ICT innovation ecosystem and capture institutional knowledge from previous programme implementation. Specifically, the Programme will:

- 1) Accelerate promising ICT innovations through mentorship, incubation, technical assistance, business development support, product validation and investment readiness.
- 2) Undertake a national assessment of Uganda's ICT innovation landscape and develop a comprehensive innovation database.
- 3) Develop and publish the e-Booster Programme Case Studies Book to document programme experiences, lessons, best practices and innovation success stories.

The integration of these components will provide a stronger pipeline of investment-ready innovations, improve the availability of evidence to guide policy and programme design, strengthen institutional learning, and contribute to the long-term growth, competitiveness and sustainability of Uganda's digital innovation ecosystem.

3.0 PROBLEM STATEMENT

Uganda has made significant progress in expanding digital infrastructure and promoting the use of Information and Communication Technologies (ICTs) to drive socioeconomic transformation. However, the full potential of locally developed ICT innovations remains constrained by three key challenges.

First, many local innovators and technology enterprises lack the technical, financial and business support required to develop, commercialise and scale their solutions. Limited access to incubation, mentorship, financing, product validation, market linkages and investment opportunities means that many promising innovations fail to progress beyond the prototype or pilot stage, reducing their contribution to employment creation, service delivery and economic growth.

Second, Uganda lacks a comprehensive and up-to-date understanding of its ICT innovation ecosystem. Information on the distribution, maturity, sectoral focus, support needs and socioeconomic contribution of ICT innovations is fragmented, limiting evidence-based policymaking, investment prioritisation and programme design. This also makes it difficult to assess the participation of women, youth, Persons with Disabilities and innovators from rural and underserved communities.

Third, valuable knowledge generated through the implementation of e-Booster Cohorts I and II has not been systematically documented and shared. Lessons, good practices, innovation journeys and programme outcomes remain dispersed across project reports and stakeholder records, limiting institutional learning, replication of successful models, investor engagement and the wider adoption of proven ICT solutions.

To address these challenges, UCC, through UCUSAF, will implement Phase III of the National e-Booster Programme. The programme will accelerate promising ICT innovations, undertake a national assessment of

Uganda's ICT innovation landscape, and document and disseminate knowledge generated through previous e-Booster interventions. Collectively, these interventions will strengthen Uganda's digital innovation ecosystem, improve the evidence base for decision-making, increase the visibility of local innovations and support their sustainable growth and scale.

4.0 PROJECT OBJECTIVE

4.1 General Objective

To support the development and scaling of locally developed ICT solutions that address socioeconomic challenges, improve service delivery and create employment and entrepreneurship opportunities, particularly in underserved and unserved communities. The programme will also assess Uganda's ICT innovation landscape and document and share experiences from the e-Booster Programme to strengthen learning and inform policy, investment and future programming.

4.2 Specific objectives

The National e-Booster Programme seeks to achieve the following objectives:

A. Support the Development and Growth of ICT Innovations

- 1) Identify, nurture and accelerate high-potential ICT innovations that address socioeconomic and service delivery challenges.
- 2) Strengthen the capacity of innovators to validate, commercialise and scale sustainable digital solutions through technical, business and market support.
- 3) Promote digital entrepreneurship, local content development, employment creation and strategic partnerships within Uganda's digital innovation ecosystem.

B. Assess Uganda's ICT Innovation Landscape

- 1) Undertake a comprehensive national assessment of Uganda's ICT innovation ecosystem, including innovators, support institutions and enabling environment.
- 2) Assess the maturity, scalability, inclusiveness and socioeconomic contribution of ICT innovations and identify opportunities and constraints to ecosystem growth.
- 3) Develop a National ICT Innovation database and evidence-based recommendations to inform policy, investment and future programme design.

C. Strengthen Knowledge Management and Learning

- 1) Document and disseminate the experiences, achievements, lessons and best practices from e-Booster Cohorts I and II through the development of the e-Booster Programme Case Studies Book.
- 2) Generate and share knowledge products that support policy development, research, investment, partnerships and the replication of successful ICT innovation models.
- 3) Increase the visibility and recognition of locally developed ICT innovations and their contribution to Uganda's digital transformation and inclusive socioeconomic development.

5.0 PROJECT SCOPE

The successful Applicant shall implement Phase III of the National e-Booster Programme through an integrated approach comprising the following components:

A. ICT Innovation Acceleration

- 1) Identify, evaluate and support high-potential ICT innovations that address socioeconomic and service delivery challenges in priority sectors, including agriculture, health, education, financial inclusion, tourism, transport, energy, governance, environment and community development.
- 2) Provide innovation acceleration services, including mentorship, incubation, technical and business development support, product validation, market and investment linkages, and other interventions necessary to prepare selected innovations for sustainable growth and scale.
- 3) Prioritise innovations that demonstrate scalability, sustainability, commercial viability, local value creation and measurable socioeconomic impact, particularly in underserved and unserved communities.

B. National Assessment of Uganda's ICT Innovation Landscape

- 1) Conduct a nationally representative assessment of Uganda's ICT innovation ecosystem across all regions of the country.
- 2) Map and assess ICT innovations, innovation support institutions and ecosystem actors, examining their distribution, maturity, sectoral focus, scalability, socioeconomic contribution and enabling environment.

- 3) Develop a National ICT Innovation database and evidence-based recommendations to inform future policy, investment and programme interventions, with particular attention to women, youth, Persons with Disabilities and innovators in underserved communities.

C. Knowledge Management and Learning

- 1) Document the experiences, achievements, lessons learned and good practices from e-Booster Cohorts I and II through the development, publication and dissemination of the e-Booster Programme Case Studies Book in print and digital formats.
- 2) Produce knowledge products that support institutional learning, policy development, research, investment promotion and the replication and scaling of successful ICT innovation models.

The Programme shall be implemented in alignment with Uganda Vision 2040, the Fourth National Development Plan (NDP IV), the Digital Transformation Roadmap 2023/24–2027/28 and the UCUSAF IV Strategic Plan 2023/24–2027/28.

6.0 KEY ACTIONS

The successful Applicant shall undertake the following key actions under the National e-Booster Programme:

A. ICT Innovation Acceleration

- 1) Design and implement a transparent and competitive process for identifying and selecting high-potential ICT innovations.
- 2) Provide innovation acceleration services, including mentorship, incubation, technical and business development support, product validation, commercialisation support, and market and investment linkages.
- 3) Organise innovation showcases and stakeholder engagement activities to promote collaboration, investment, partnerships and adoption of supported ICT solutions.

B. National Assessment of Uganda's ICT Innovation Landscape

- 1) Conduct a nationally representative assessment of Uganda's ICT innovation ecosystem, including innovators, innovation support institutions and the enabling environment.
- 2) Develop a National ICT Innovation database.
- 3) Produce and disseminate a comprehensive national study report with evidence-based findings and recommendations to inform policy, investment and programme development.

C. Knowledge Management and Learning

- 1) Document the experiences, achievements, lessons learned and best practices from e-Booster Cohorts I and II.
- 2) Develop, publish and disseminate the e-Booster Programme Case Studies Book and related knowledge products.
- 3) Establish an appropriate monitoring, evaluation, learning and knowledge management approach to track programme performance, document results and support the sustainability of programme outputs, including mechanisms for updating the National ICT Innovation database.

7.0 ELIGIBILITY OF APPLICANTS

The assignment may be implemented by a single applicant or consortium arrangement under a partnership. Where a consortium is proposed, one organisation shall be designated as the Lead Applicant and shall assume overall responsibility for project implementation and contractual obligations.

7.1 General Eligibility Criteria

Applicants shall meet the following minimum eligibility requirements:

- 1) The Applicant (Both Lead and co-applicant in case of a consortium) shall be legally registered entities in Uganda. Where the application is submitted by a consortium, the lead applicant must be a not-for-profit organisation.
- 2) The Applicant (Both Lead and co-applicant in case of a consortium) must be in satisfactory financial health and have adequate structures and systems to manage the project and report to the UCUSAF as shall be required.
- 3) The applicant (Both Lead and co-applicant in case of a consortium) shall demonstrate at least two (2) years' experience in implementing programmes related to innovation management, business incubation, business acceleration, entrepreneurship development, digital innovation, technology commercialisation, ICT ecosystem development or related fields.
- 4) The Applicant (Lead Applicant or consortium) shall demonstrate proven experience across the three components of the assignment, namely:
 - i. ICT innovation support through incubation, acceleration, mentorship, grant management or business development services;

- ii. conducting national or large-scale research, mapping or assessments of innovation or digital ecosystems, and
- iii. knowledge management, including the development of case studies, publications and dissemination of programme learning.

In the case of a consortium, the combined experience of the Lead Applicant and Co-applicants shall collectively satisfy these requirements.

- 5) The Applicant (Lead Applicant and Co-applicant(s), in the case of a consortium) shall demonstrate experience in working collaboratively with government institutions, academia, research institutions, development partners, the private sector, investors, innovation hubs and other ecosystem stakeholders in implementing programmes related to ICT innovation and entrepreneurship, national research and assessments and knowledge management and dissemination.
- 6) The Applicant (Lead Applicant and Co-applicant(s), in the case of a consortium) shall demonstrate proven capacity and experience in conducting research and assessments, developing knowledge products and publications, documenting programme experiences and case studies and disseminating evidence, lessons learned and best practices from ICT innovation, digital transformation or related development programmes.
- 7) The applicant (Both Lead and co-applicant in case of a consortium) shall demonstrate sound financial management systems and experience in managing grant-funded programmes, including compliance, accountability, monitoring and reporting.
- 8) The applicant (Both Lead and co-applicant in case of a consortium) shall demonstrate the ability to leverage strategic partnerships, mobilise additional resources and promote the sustainability and scaling of supported innovations beyond the grant period.

7.2 Preference Criteria

In addition to meeting the eligibility requirements, preference will be given to Applicants whose proposals demonstrate:

- 1) Relevant multidisciplinary experience in delivering programmes related to ICT innovation and entrepreneurship, national research and assessments and knowledge management and learning.
- 2) Innovation acceleration expertise, including the design and implementation of innovation challenges, incubation or accelerator programmes, mentorship, business development, commercialisation support and investment readiness for ICT innovations.
- 3) Research and analytical capability to undertake large-scale national studies, ecosystem mapping, baseline assessments, data analysis

- and the development of evidence-based reports, indices or databases.
- 4) Knowledge management expertise, including the documentation, publication and dissemination of programme experiences, case studies, research findings and other knowledge products that support learning and evidence-based decision-making.
 - 5) Strong stakeholder engagement and partnership-building capacity, with demonstrated experience working collaboratively with government, academia, research institutions, the private sector, innovation hubs, investors, development partners and civil society.
 - 6) A sound understanding of Uganda's digital transformation agenda and relevant national policy and strategic frameworks, including Uganda Vision 2040, the Fourth National Development Plan (NDP IV), the Digital Transformation Roadmap 2023/24–2027/28 and other relevant sector policies.
 - 7) Institutional capacity and a qualified multidisciplinary team with the technical, managerial and operational expertise required to deliver all components of the Programme within the stipulated timeframe and quality standards.
 - 8) A practical approach to sustainability, demonstrating how programme outcomes, partnerships, knowledge products and supported innovations will be sustained beyond the implementation period.
 - 9) Value for money, demonstrated through realistic budgets, efficient use of resources, co-financing or in-kind contributions, and a clear pathway to achieving measurable, sustainable and high-impact results.

8.0 ASSESSMENT CRITERION

Grant applications will be evaluated through a structured three-stage assessment process comprising: Administrative, Technical and Financial evaluations.

8.1 Administrative Evaluation

This stage focuses on verifying the eligibility of the applicant. Key areas assessed include:

- 1) Legal registration and status of the organisation in Uganda.
- 2) Submission of all required administrative and legal documentation.
- 3) Compliance with minimum eligibility requirements as outlined in the call.

8.2 Technical Evaluation

The technical evaluation will assess the overall quality, relevance and feasibility of the proposal, including the applicant's understanding of the assignment, relevant experience, institutional capacity, technical approach and methodology, work plan, and ability to successfully implement Phase III of the National e-Booster Programme and achieve the

expected outputs and outcomes. The assessment shall consider, but not be limited to, the following:

- 1) Demonstrated understanding of the objectives, scope and expected outputs and outcomes of Phase III of the National e-Booster Programme.
- 2) Clarity of the proposed approach and alignment with the Statement of Requirements (SOR).
- 3) Demonstrate Relevant Organisational Experience in the following areas:
 - a) ICT Innovation Support - Designing and implementing innovation challenges, incubation or accelerator programmes, and supporting ICT innovators, start-ups and technology enterprises through mentorship, business development, commercialisation and scaling.
 - b) Research and Assessment - Conducting national or large-scale research, mapping, baseline studies, ecosystem assessments or analytical studies related to ICT, innovation, entrepreneurship or the digital economy.
 - c) Programme Management - Managing complex, multi-stakeholder programmes, including performance-based grants, stakeholder coordination, monitoring and reporting.
 - d) Partnerships and Stakeholder Engagement - Collaborating with government institutions, academia, research institutions, innovation hubs, the private sector, investors, development partners and other ecosystem stakeholders.
 - e) Knowledge Management and Learning - Developing knowledge products, including case studies, publications, research reports and other documentation, and disseminating programme results, lessons learned and best practices to support policy, learning and evidence-based decision-making.

4) Technical Approach and Methodology

The proposal shall demonstrate:

- a) A clear, practical and innovative implementation methodology for delivering all three components of the National e-Booster Programme: ICT innovation acceleration, the national assessment of Uganda's ICT innovation landscape, and knowledge management and learning.
- b) A coherent and well-sequenced work plan covering innovation identification and acceleration, research design and implementation, stakeholder engagement, knowledge documentation, publication, dissemination, and monitoring and reporting.
- c) Effective integration of ecosystem development and sustainability measures, including partnership building, market and investment linkages, evidence generation, knowledge sharing,

and mechanisms for sustaining programme outcomes beyond the implementation period.

- d) Mainstreaming of cross-cutting considerations, including gender equality, disability inclusion, youth empowerment, environmental sustainability and equitable participation of underserved and unserved communities throughout programme implementation.
- 5) Work Plan and Implementation Strategy
- a) Feasibility and realism of the proposed work plan and implementation schedule.
 - b) Adequacy of project management, quality assurance and risk management arrangements.
 - c) Clear monitoring, evaluation, learning and knowledge management (MEL-KM) framework with measurable outputs and outcomes.

6) Key Personnel

The proposal shall demonstrate:

- a) Qualifications, experience and competence of the proposed key personnel relevant to the successful delivery of the assignment.
- b) A multidisciplinary team with demonstrated expertise in ICT innovation and entrepreneurship, research and data analysis, knowledge management, monitoring, evaluation and learning (MEL), stakeholder engagement, and programme management.
- c) Relevant experience of the proposed key personnel in implementing comparable national or regional programmes involving innovation acceleration, ecosystem assessments or research, and the development and dissemination of knowledge products.

8.3 Financial Evaluation

This stage will assess the proposal's financial soundness and cost-effectiveness, including:

- i. Clear and realistic budgeting with a strong value-for-money proposition.
- ii. Sustainability of project funding post-grant.
- iii. Ability to leverage additional resources (financial or in-kind) to scale and sustain the initiative.

8 LEGAL DOCUMENTS REQUIRED

All applicants are required to submit the following legal and administrative documents to support their eligibility and capacity. In the case of partnerships or consortia, these requirements apply to both the lead applicant and co-applicants.

- a) Certificate of incorporation or Registration for the applicant (Both Lead and co-applicant in case of a consortium). A valid certificate

- showing the legal name and registration status of the organisation(s) in Uganda.
- b) Memorandum and Articles of Association for lead applicant (*This only applies to non-public applicants*).
 - c) Applicant official address (current physical, postal address, email, and web site (where applicable).
 - d) Authorised contact person details with Powers of Attorney: Full name, title/position, phone number and email contact for an authorized representative of the Applicant and co-applicants (if any)
 - e) Letters of support (if applicable): Endorsement letters from affiliated entities, proposed implementing partners, or supporting institutions if any (co-applicants)
 - f) Audited Financial Statements: Certified financial statements for the last two (2) years (Both Lead and co-applicant in case of a consortium).
 - g) Signed Code of Ethical Conduct: A duly signed copy of the Code of Ethical Conduct by Grant applicants - Template attached in Annex 1
 - h) Proof of Relevant Experience: Provide evidence of the organisation's experience designing and implementing innovation challenges, competitions, incubation or accelerator programmes.

9 PROPOSAL REQUIREMENTS

Applicants shall submit a comprehensive proposal containing, at a minimum, the following:

- a) A clear description of the project objectives, expected outputs, expected outcomes and anticipated socio-economic impact.
- b) Demonstrate how the proposed intervention aligns with the Uganda Vision 2040, the National Development Plan (NDP IV), the Uganda Digital Transformation Roadmap 2023/24–2027/28, the Parish Development Model (PDM), the Sustainable Development Goals (SDGs), and the UCC/UCUSAF Strategic Plan.
- c) Provide evidence of the Applicant's technical and institutional capacity to implement the assignment, including relevant experience in ICT innovation and entrepreneurship programmes, national research or ecosystem assessments, and knowledge management and learning initiatives. Where applicable, clearly demonstrate the complementary expertise and roles of consortium partners.
- d) Present a comprehensive implementation methodology describing how the three components of the Programme will be delivered, including ICT innovation acceleration, the national assessment of Uganda's ICT innovation ecosystem, and knowledge management and dissemination. The methodology should outline the proposed approach to stakeholder

engagement, programme management, monitoring, quality assurance and sustainability.

- e) Describe the project management structure, governance arrangements, roles and responsibilities of the implementing team and partners, quality assurance mechanisms, and coordination approach.
- f) Provide a detailed work plan with key activities, deliverables, milestones, timelines and clearly defined responsibilities for each implementing partner.
- g) Submit a detailed project budget with a clear justification of costs and allocation of resources across project activities and implementing partners. Where applicable, indicate financial or in-kind contributions by the applicant or partners.
- h) Describe the approach for monitoring project performance, measuring outputs, outcomes and impact, managing risks, capturing lessons learned and documenting programme knowledge.
- i) Outline the measures that will be undertaken to ensure sustainability of programme outcomes beyond the grant period, including partnerships, resource mobilisation and innovation scaling strategies.
- j) Identify key project risks, assess their potential impact and propose practical mitigation measures.
- k) Demonstrate how the project will promote gender equality, youth empowerment, disability inclusion, environmental sustainability, digital inclusion and other relevant cross-cutting considerations throughout project implementation.

NOTE:

The Commission reserves the right to conduct due diligence at any stage of the evaluation process to verify the authenticity and accuracy of the information and documentation submitted by applicants

10 RISK ASSESSMENT

The Commission's assessment team will conduct a comprehensive risk evaluation, including both stated and unstated risks. This assessment will holistically review the applicant's submission to determine the overall level of risk classified as low, medium, high or extreme that the proposed engagement may pause to UCC/UCUSAF operations, resources and objectives

11 APPLICATION TIMELINE

The grant application is open from 28th September 2026 to 12th October 2026

A Pre – grant Application meeting will be held on-line on 2nd October 2026 at 10.00am. The meeting link is below.

Meeting link:

<https://teams.microsoft.com/meet/33336023264716?p=S20zfl3haEv1fEol79>

Applications must be submitted through the grant application portal at <https://eservices.ucc.co.ug/web> by 11:59 pm on 12th October 2026.

For inquiries, contact:

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ANNEX 1



CODE OF ETHICAL CONDUCT IN BUSINESS FOR GRANT APPLICANTS

1. Ethical Principles

Applicants shall always:

- a) maintain integrity and independence in their professional judgment and conduct.
- b) comply with both the letter and the spirit of-
 - i. the laws of Uganda; and
 - ii. any contract awarded.
 - iii. avoid associations with businesses and organisations that conflict with this code.

2. Standards

Applicants shall-

- a) strive to provide works, services, and supplies of high quality and accept full responsibility for all works, services, or supplies provided.
- b) comply with the professional standards of their industry or of any professional body of which they are members.

3. Conflict of Interest

- a) Applicants shall not accept contracts that would constitute a conflict of interest with any prior or current contract with the Uganda Communications Commission.
- b) Applicants shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

4. Confidentiality and Accuracy of Information

- a) Information given by Applicants during the grant processes, or the performance of contracts shall be true, fair, and not designed to mislead.
- b) Providers shall respect the confidentiality of information received during the performance of a contract and shall not use such information for personal gain.

5. Gifts and Hospitality

Applicants shall not offer gifts or hospitality directly or indirectly, to staff of the Uganda Communications Commission that might be viewed by others as influencing a grant decision.

6. Inducements

- a) Applicants shall not offer or give anything of value to influence the action of a public official in the grant process or in contract execution.
- b) Applicants shall not ask a public official to do anything inconsistent with the Code of Ethical Conduct in Business.

7. Fraudulent Practices

Applicants shall not:

- a) collude with other businesses and organisations to deprive the Uganda Communications Commission of the benefits of free and open competition.
- b) enter business arrangements that might prevent the effective operation of fair competition.
- c) engage in deceptive financial practices, such as bribery, double billing, or other improper financial practices.
- d) misrepresent facts to influence a grant process or the execution of a contract to the detriment of the Uganda Communications Commission, or utter false documents.
- e) unlawfully obtain information relating to a grant process to influence the process or execution of a contract to the detriment of the Uganda Communications Commission.
- f) Withhold information from the Uganda Communications Commission during contract execution to the detriment of the Uganda Communications Commission.

I ----- agree to comply with the above code of ethical conduct in business.

AUTHORISED SIGNATORY

NAME OF APPLICANT