



RE-ADVERT

CALL FOR PROPOSALS FOR THE GRANT FOR SKILLING YOUTH GROUPS IN INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND MULTIMEDIA 2026/2027

STATEMENT OF REQUIREMENTS

1.0 INTRODUCTION

The Uganda Communications Commission (UCC), through the Uganda Communications Universal Service and Access Fund (UCUSAF), invites eligible organisations to submit proposals for the implementation of the Youth ICT and Multimedia Skilling Programme for the Financial Year 2026/2027.

The programme seeks to equip young people from underserved and unserved communities with practical, market-relevant ICT and multimedia skills that enhance employability, entrepreneurship, innovation and meaningful participation in Uganda's growing digital economy. The intervention will be implemented through a competitive grant arrangement with qualified implementing partners that possess the technical, operational and institutional capacity to deliver high-quality digital skills training.

The programme is designed to contribute to Uganda's digital transformation agenda by increasing opportunities for youth to acquire practical digital competencies, develop creative content, access emerging digital employment opportunities and establish sustainable digital enterprises. It also seeks to strengthen digital inclusion by ensuring that young people, particularly those from rural and underserved communities, are not left behind in the country's transition to a digital economy.

Through this Call for Proposals, UCC/UCUSAF seeks to identify partner(s) capable of delivering an inclusive, innovative and results-oriented skilling programme that creates measurable social and economic impact while supporting the development of Uganda's digital and creative industries.

2.0 BACKGROUND

Uganda has one of the youngest populations in the world. According to the Uganda Bureau of Statistics (UBOS) National Population and Housing Census 2024, the country has approximately 45.9 million people, with more than 70% below the age of 30 years. While this demographic presents enormous potential for innovation, productivity and economic growth, youth unemployment and underemployment remain significant development challenges. A considerable proportion of young people continue to face limited access to quality education, market-relevant skills and sustainable livelihood opportunities.

At the same time, Uganda's digital economy is expanding rapidly, driven by increased broadband coverage, mobile connectivity, smartphone adoption and the growth of digital platforms and services. This transformation is creating new opportunities in areas such as digital content creation, multimedia production, digital marketing, animation, graphic design, photography, videography, software development, e-commerce, social media management and online freelancing. These sectors increasingly demand practical digital skills and entrepreneurial capabilities that many young people currently lack.

Although digital opportunities continue to grow, access to quality ICT skills training remains uneven. Youth living in rural, underserved and unserved communities often face barriers including inadequate ICT infrastructure, limited access to training facilities, insufficient mentorship and financial constraints. Furthermore, conventional education systems tend to place greater emphasis on theoretical learning and frequently do not provide the practical, industry-oriented competencies required by the evolving digital labour market.

Recognising the importance of digital skills as a catalyst for employment, innovation and inclusive socio-economic development, the Government of Uganda has prioritised digital transformation under Vision 2040, the Fourth National Development Plan (NDP IV) and the Uganda Digital Transformation Roadmap 2023/24–2027/28. Likewise, the UCUSAF IV Strategic Plan (2023/24–2027/28) identifies digital inclusion, increased adoption of ICT services, value creation through digital innovation and support for underserved populations as strategic priorities.

In response to these national priorities, Uganda Communications Commission (UCC), through the Uganda Communications Universal Service and Access Fund (UCUSAF), has implemented youth digital skilling initiatives across the country, reaching thousands of young people with practical ICT skills. Lessons from these interventions have demonstrated strong demand for market-oriented digital

skills training and highlighted the need to strengthen linkages between skilling, innovation, entrepreneurship and employment.

Building on these experiences, UCC/UCUSAF intends to implement the next phase of the Youth ICT and Multimedia Skilling Programme during the Financial Year 2026/2027. The programme will target 500 youth across five (5) underserved and unserved districts, equipping them with practical ICT and multimedia skills while fostering innovation, local digital content creation and sustainable livelihoods.

3.0 PROBLEM STATEMENT

Uganda's rapidly expanding digital economy is creating new opportunities for employment, entrepreneurship and innovation in areas such as digital content creation, multimedia production, digital marketing, online freelancing, e-commerce and other ICT-enabled services. At the same time, employers increasingly require practical digital competencies to meet the demands of an evolving, technology-driven economy.

Despite these opportunities, many young people, particularly those in rural, underserved and unserved communities, remain excluded from the digital economy due to limited access to practical ICT skills, digital tools, mentorship and market-oriented training. Existing education and skilling systems often place greater emphasis on theoretical knowledge than on the hands-on technical and entrepreneurial skills required by the labour market, resulting in a persistent mismatch between graduates' competencies and industry needs. Consequently, many youth continue to experience unemployment, underemployment and limited participation in productive digital economic activities.

To address these challenges, the Uganda Communications Commission (UCC), through the Uganda Communications Universal Service and Access Fund (UCUSAF), has implemented youth ICT and multimedia skilling initiatives that have improved digital literacy, enhanced employability, promoted entrepreneurship and increased participation in Uganda's digital and creative economy. However, demand for practical digital skills continues to outpace available training opportunities, particularly in underserved regions where access to structured skilling programmes remains limited.

It is against this backdrop that UCC/UCUSAF seeks to partner with a qualified organisation to implement the Youth ICT and Multimedia Skilling Programme during the Financial Year 2026/2027. The programme will equip 500 youth from

five underserved and unserved districts with practical, market-relevant ICT and multimedia skills that enhance employability, support entrepreneurship and innovation, and strengthen participation in Uganda's digital economy.

The intervention is aligned with Uganda Vision 2040, the Fourth National Development Plan (NDP IV), the Uganda Digital Transformation Roadmap 2023/24–2027/28, and the UCUSAF IV Strategic Plan (2023/24–2027/28). It also contributes to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities), by expanding access to digital skills and creating pathways for inclusive socio-economic participation.

4.0 PROJECT OBJECTIVES

4.1 General Objective

To equip 500 youth from underserved and unserved communities with practical, market-relevant ICT and multimedia skills that improve employability, promote entrepreneurship and self-employment, and prepare them for sustainable livelihoods in Uganda's rapidly growing digital and creative economy, including opportunities in digital content creation, multimedia production, digital marketing, online freelancing and other technology-enabled services.

4.2 Specific Objectives

- 1) To provide practical, hands-on ICT and digital multimedia training to 500 youth using accessible digital technologies and tools to strengthen market-relevant skills required within Uganda's evolving digital economy in the end of FY 2026/2027.
- 2) To enhance the capacity of participating youth to identify and utilise emerging income-generating opportunities within the ICT and creative sectors, including digital content creation, multimedia production, online freelancing, digital marketing, social media management and technology-enabled entrepreneurship.
- 3) To strengthen youth employability, innovation and entrepreneurial readiness by aligning the training with emerging ICT sector trends, labour market demands, national development priorities and digital transformation initiatives.
- 4) To promote inclusive digital participation by ensuring equitable access to training opportunities for young women, underserved populations and

vulnerable groups, including attainment of at least 30% female participation during programme implementation.

- 5) To integrate practical and market-oriented modules on multimedia storytelling, digital communication, content development, online branding, responsible digital engagement and entrepreneurship within the training programme.
- 6) To support post-training growth and sustainability by linking trained youth to mentorship opportunities, innovation ecosystems, market access platforms and pathways for employment, freelancing and digital entrepreneurship.

5.0 PROJECT SCOPE

The project seeks to equip 500 youth from underserved and unserved communities across five (5) selected districts of Obongi, Agago, Alebtong, Budaka and Sironko with practical, market-oriented ICT and digital multimedia skills that enhance employability, entrepreneurship and participation in Uganda's growing digital and creative economy.

The intervention will be implemented with emphasis on regional balance, inclusivity and equitable access to digital skilling opportunities, particularly for youth in rural and underserved areas. The programme will deliver competency-based, hands-on training aligned to emerging opportunities within the ICT, communications and creative industries.

Training will cover, but not be limited to: Digital literacy, Digital content creation, Multimedia production, Graphic design, Photography and videography, Animation, Social media management, Digital marketing, Online freelancing, Digital entrepreneurship and e-commerce and Other technology-enabled livelihood opportunities.

The implementation period for the project shall be FY 2026/2027.

6.0 TARGET BENEFICIARIES

The project will target 500 Ugandan youth aged between 18 and 30 years from underserved and unserved communities across the five (5) selected districts of Obongi, Agago, Alebtong, Budaka and Sironko

Priority shall be given to young people who face barriers to employment, digital participation and access to practical ICT skills, particularly those with the

potential to apply the acquired competencies towards employment, self-employment, entrepreneurship and innovation within Uganda's digital economy.

The primary target groups shall include:

- Youth from rural, underserved and unserved communities;
- Unemployed and underemployed youth;
- Young women and girls, in line with gender inclusion objectives;
- Persons with Disabilities (PWDs);
- School dropouts and youth with limited access to formal education;
- Graduates of secondary schools, tertiary institutions and universities who remain unemployed;
- Youth who have not had the opportunity to access formal education;
- Youth with demonstrated interest or potential in ICT, multimedia, innovation, entrepreneurship and digital skills development; and
- Other vulnerable and digitally excluded youth.

Beneficiary selection shall be undertaken through a transparent, equitable and inclusive process that promotes regional balance and aligns with UCC/UCUSAF's mandate of expanding universal access, fostering digital inclusion and enabling meaningful participation in Uganda's digital economy.

7.0 PROJECT KEY ACTIONS

The project will be implemented through the following key actions:

- 1) Performance-Based Grant Management - The project shall be implemented through a competitive grant arrangement under which the selected implementing partner(s) will receive performance-based grant funding. Disbursement of funds shall be linked to the achievement of agreed milestones, deliverables and performance indicators to ensure accountability, value for money and effective project implementation.
- 2) Needs Assessment and Baseline Study - Conduct a comprehensive baseline study and digital skills needs assessment to identify beneficiary needs, existing digital competencies, labour market demands, emerging opportunities within the digital economy and establish benchmarks for measuring project performance and impact.
- 3) Stakeholder Engagement and Beneficiary Mobilisation - Engage district local governments, educational institutions, community leaders, youth groups, innovation hubs, the private sector and other relevant stakeholders to support project implementation, beneficiary mobilisation, mentorship, market linkages and sustainability. Particular emphasis shall be placed on promoting the participation of young women, Persons with Disabilities (PWDs), unemployed youth and other vulnerable groups.

- 4) Curriculum Development and Training Delivery - Develop or adapt a practical, competency-based and industry-responsive training curriculum aligned with current and emerging digital economy opportunities. The training shall be delivered through hands-on, project-based learning and will cover areas such as digital literacy, digital content creation, multimedia production, graphic design, photography, videography, animation, digital marketing, social media management, online freelancing, digital entrepreneurship, e-commerce and responsible digital citizenship.
- 5) Beneficiary Selection and Skills Development - Select 500 beneficiaries through a transparent, equitable and inclusive process guided by an eligibility criteria. Priority shall be given to youth from underserved and unserved communities, particularly young women, Persons with Disabilities (PWDs), unemployed and underemployed youth, school dropouts and other vulnerable groups.
- 6) Mentorship, Career Development and Enterprise Support - Provide beneficiaries with mentorship, career guidance, networking opportunities and linkages to online work platforms to facilitate the practical application of acquired skills and promote entrepreneurship and self-employment.
- 7) Monitoring, Evaluation, Learning and Knowledge Management - Implement a robust Monitoring, Evaluation, Learning and Reporting (MELR) framework to track implementation progress, measure outputs and outcomes, document lessons learned, capture success stories and generate evidence to inform continuous improvement and future digital skilling interventions.
- 8) Sustainability and Ecosystem Strengthening - Promote the long-term sustainability of project outcomes by strengthening partnerships with local governments, educational institutions, innovation hubs, the private sector and development partners. The project shall establish alumni and peer-learning networks, encourage continued mentorship and collaboration and support beneficiaries to transition into employment, entrepreneurship and other productive digital economy opportunities.

8.0 ELIGIBILITY OF APPLICANTS

The grant may be awarded to a single applicant entity or a consortium of partners under a partnership.

8.1 General Criteria

- 1) The Applicant shall be a duly registered not-for-profit organisation operating in Uganda. For consortium applications, the Lead Applicant must be a not-for-profit organisation, while each Co-applicant must be a legally

registered entity in Uganda. All consortium members shall sign the Grant Agreement and be jointly accountable for project implementation and compliance with the grant requirements.

- 2) The Applicant (and, in the case of a consortium, both the Lead Applicant and Co-applicant(s)) must demonstrate sound financial health and possess adequate financial management structures, systems and controls capable of effectively managing project funds, maintaining proper financial records and meeting all financial reporting, accountability and audit requirements of the Commission throughout the project implementation period.
- 3) The Applicant (and, in the case of a consortium, both the Lead Applicant and Co-applicant(s)) must demonstrate the willingness, capacity and operational ability to implement project activities within unserved and underserved communities across Uganda, including rural and hard-to-reach areas, in line with the objectives of promoting digital inclusion and equitable access to ICT opportunities.
- 4) The Applicant (and, in the case of a consortium, both the Lead Applicant and Co-applicant(s)) must provide documented evidence of at least two (2) years of relevant experience in implementing ICT and digital skills development programmes, including ICT and multimedia training, youth skilling, capacity building, digital literacy initiatives, or other related interventions. The Applicant should demonstrate proven experience in designing, managing and delivering projects of similar scope and complexity, particularly within underserved and unserved communities.
- 5) The Applicant (and, in the case of a consortium, both the Lead Applicant and Co-applicant(s)) must demonstrate documented experience in mobilizing, coordinating and delivering similar initiatives at a national scale, especially working in underserved and unserved communities
- 6) The Applicant (and, in the case of a consortium, both the Lead Applicant and Co-applicant(s)) must demonstrate a clear sustainability strategy and the capacity to mobilise additional resources, partnerships, or complementary support mechanisms to sustain project outcomes and benefits beyond the initial funding period. Evidence of existing or potential partnerships, co-financing arrangements, resource mobilisation initiatives, or sustainability mechanisms will be considered an added advantage.
- 7) The proposal should cover five (5) districts of Obongi, Agago, Alebtong, Budaka and Sironko.

8.2 Preference

In the evaluation of proposals, the Commission will give priority consideration to applicants whose submissions demonstrate the following:

- 1) Proven Experience in Youth Training: A strong track record and clear understanding of youth-focused training and capacity-building programs, particularly in ICT and multimedia.
- 2) Contextual Awareness: Deep insight into the unique challenges faced by youth in unserved and underserved areas, with practical approaches to addressing them.
- 3) Qualified Implementation Team: Availability of competent, experienced, and in-house human resources capable of executing the project within the proposed timelines.
- 4) Innovative and Adaptive Approaches: Use of creative and practical solutions to deliver project activities in remote or resource-constrained environments such as leveraging existing infrastructure, local stakeholder networks, or alternative energy sources.
- 5) Co-Funding and In-Kind Support: Commitment of financial or in-kind contributions by the applicant that complement and enhance the grant funding.
- 6) Value for Money: A cost-effective budget that maximizes impact while ensuring efficient use of resources, demonstrating a strong return on investment.

9.0 ASSESSMENT CRITERIA

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

9.1 Three-stage assessment process

- 1) Administrative Evaluation - This stage focuses on verifying the eligibility of the applicant. Key areas assessed include:
 - i) Legal registration and status of the organization in Uganda.
 - ii) Submission of all required administrative and legal documentation.
 - iii) Compliance with minimum eligibility requirements as outlined in the call.
- 2) Technical Evaluation - The technical assessment will evaluate the overall quality, relevance and feasibility of the proposed project. This includes:
 - i) Clarity and rationale of the project motivation.
 - ii) Alignment of project objectives with SMART (Specific, Measurable, Achievable, Relevant and Time-bound) principles.
 - iii) Applicant's relevant experience and track record in similar ICT and multimedia training programs.
 - iv) Appropriateness and innovativeness of the proposed methodology and project management approach.
 - v) Feasibility and practicality of the work plan and timelines.

- vi) Anticipated project outcomes, impact and alignment with UCC/UCUSAF priorities.
 - vii) Integration of cross-cutting issues such as gender inclusion, disability mainstreaming and environmental considerations.
 - viii) Demonstrated strategy for sustainability beyond the project period.
- 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.

9.2 Legal documents required

All applicants shall be required to submit the prescribed legal, administrative and supporting documentation to demonstrate their eligibility, legal status, technical capacity and institutional readiness to implement the project. Where an application is submitted through a partnership or consortium arrangement, these requirements shall apply to both the Lead Applicant and all Co-applicants.

- 1) Certificate of Incorporation or Registration: A valid certificate showing the legal name and registration status of the organization in Uganda.
- 2) Memorandum and Articles of Association: Foundational documents outlining the organization's governance, objectives and operational mandate.
- 3) Official Address Details: Current physical address, postal address, email and website (where applicable).
- 4) Authorized Contact Person Information: Full name, title/position, phone number and email of the designated representative authorized to act on behalf of the organization.
- 5) Letters of Support (if applicable): Endorsement letters from affiliated entities, proposed implementing partners, or supporting institutions.
- 6) Audited Financial Statements: Certified financial statements for the last two (2) financial years, demonstrating sound financial health and reporting systems.
- 7) Signed Code of Ethical Conduct: A duly signed copy of the "Code of Ethical Conduct for Grant Applicants and Providers" (refer to Annex 1 of the Call for Proposals).
- 8) Proof of Relevant Experience: Documentation demonstrating the organization's experience in implementing ICT and multimedia training projects. This may include project completion reports, client testimonials or previous grant awards.

9.3 Proposal Requirements

Applicants shall submit a comprehensive technical and financial proposal demonstrating their understanding of the assignment, implementation capacity, and ability to achieve the intended project outputs. The proposal shall, at a minimum, address the following:

- 1) Project Understanding, Rationale and Objectives: Clearly demonstrate an understanding of the project context, challenges being addressed, target beneficiaries, project objectives, expected outputs, outcomes and anticipated contribution towards youth empowerment, digital inclusion, and participation in Uganda's digital economy.
- 2) Alignment with National and Sector Priorities: Demonstrate how the proposed intervention aligns with UCC/UCUSAF strategic priorities, Uganda Vision 2040, the National Development Plan IV (NDP IV), the Uganda Digital Transformation Roadmap 2023/24–2027/28, relevant ICT sector policies and applicable Sustainable Development Goals (SDGs).
- 3) Institutional Capacity and Relevant Experience: Provide information on the organisation's technical, operational and financial capacity, including evidence of experience in implementing similar ICT, digital skills development, youth empowerment, multimedia, entrepreneurship, innovation, or community development programmes. Relevant project references and key achievements should be included.
- 4) Project Implementation Approach and Methodology: Describe the proposed implementation approach, training methodology, delivery mechanisms, technologies, tools and platforms to be utilised. The methodology should demonstrate how the intervention will effectively reach and benefit youth in underserved and unserved communities while responding to emerging developments within the digital economy.
- 5) Curriculum and Training Framework: Provide details of the proposed training curriculum and learning approach, including how the programme will address practical digital skills needs in areas such as digital literacy, multimedia production, digital content creation, digital marketing, social media management, online freelancing, entrepreneurship, responsible digital engagement and other relevant digital economy competencies.
- 6) Project Management and Governance Framework: Present the proposed project management structure, staffing arrangements, governance mechanisms, roles and responsibilities, reporting lines, quality assurance measures and stakeholder engagement arrangements that will guide project implementation.
- 7) Work Plan and Implementation Schedule: Submit a detailed implementation plan indicating key activities, milestones, timelines,

deliverables, beneficiary targets, district coverage, training schedules and post-training support activities.

- 8) Detailed Budget and Cost Breakdown: Provide a detailed and itemised budget clearly showing all proposed expenditure categories, budget assumptions and cost allocations. Applicants should indicate any financial or in-kind contribution towards project implementation and demonstrate value for money.
- 9) Mentorship, Employment and Sustainability Strategy: Describe how beneficiaries will be supported beyond the training period through mentorship, innovation support, employment linkages, entrepreneurship development, digital work opportunities, partnerships, alumni networks, and other sustainability mechanisms.
- 10) Monitoring, Evaluation, Learning and Reporting Framework: Present a robust Monitoring, Evaluation, Learning and Reporting (MELR) framework outlining performance indicators, targets, data collection methodologies, reporting arrangements, beneficiary tracking mechanisms and approaches for measuring project outcomes and impact.
- 11) Risk Management and Business Continuity Plan: Identify key implementation risks and challenges, including operational, financial, technological, cybersecurity, connectivity and stakeholder-related risks, and provide appropriate mitigation measures.
- 12) Cross-Cutting Issues and Inclusion Measures: Explain how the project will promote gender equality, inclusion of Persons with Disabilities (PWDs), safeguarding, digital inclusion, youth participation, responsible digital engagement, online safety and equitable access to opportunities for vulnerable and underserved populations.
- 13) Partnerships and Ecosystem Engagement: Describe existing or proposed partnerships with local governments, educational institutions, innovation hubs, private sector organisations, telecommunications operators, technology providers, community organisations and other ecosystem stakeholders that will enhance project delivery and sustainability.

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.

10.0 RISK ASSESSMENT

The Commission shall undertake a comprehensive risk assessment of all applications as part of the evaluation process. The assessment will consider both identified and potential risks associated with the applicant, the proposed project,

implementation approach, governance arrangements, financial management capacity, technical capability, and overall ability to deliver the intended project outcomes.

The risk assessment will involve a holistic review of the proposal and supporting documentation to determine the level of exposure that the proposed engagement may present to UCC/UCUSAF's resources, operations, reputation, and strategic objectives. Key areas of assessment will include financial sustainability, organisational capacity, governance and compliance, project implementation capability, stakeholder management, operational risks, and sustainability of project outcomes.

Based on the findings, each application shall be assigned an overall risk rating of Low, Medium, High, or Extreme. The results of the assessment will inform funding decisions, grant management arrangements, monitoring requirements, and any risk mitigation measures that may be required prior to project commencement.

11.0 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 11:30am. The meeting link is below.

Meeting link:
<https://teams.microsoft.com/meet/378462699261081?p=mJWUc6g66ZyncsSawF>

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-
 - 1) the laws of Uganda; and
 - 2) any contract awarded.
- (c) 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

