TODAY'S Accountant

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CPA Patricia Ojangole: The transformation of Uganda Development Bank

Artificial intelligence (AI) *and* the future of accountancy

- The Revised and Restructured Code of Ethics for professional Accountants
- Taxing Income from illegal activities

CPA Uganda

Contents

Hello there readers!

We are pleased to introduce to you issue 19 of Today's Accountant Magazine.

This revamped issue features: key revisions in the restructured code of ethics for professional accountants, a debate on whether illegal income should be taxed, ISA 540 updates, financial management for cooperatives, and the viability of Uganda's budding infrastructural developments, among others.

The pace of the advancements in technology has more than doubled over the past couple of years. Conversations around Artificial Intelligence (AI), robotics and blockchain technologies are common, with the dominant concern being the impact of said advancements on the accountancy profession.

In issue 19, we tackle the technology question, delving into: the new technologies, the impact on accountants, and most importantly, how accountants can better prepare themselves to remain relevant.

Issue 19 also features an article on cyber security, an issue which if not appropriately managed can plunge an organisation in absolute jeopardy. In this article, accountants will discover why it is important for the CFO to put more attention on the digital asset register, which includes key application systems, and data that is the lifeblood of the business.

In the face of mounting career demands, stress has become rampant at the workplace. Clinical Psychologist, Maurice Osire also shares ways in which employers and employees can address burnout and maintain a productive workforce.

Issue 19 brings into perspective the most pressing issues for accountants, at present.

Enjoy your reading.

Nancy Akullo
Head of Communications,
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HOW TO REACH US

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ICPAU President

Greetings CPAs.

Thank you for your contributions towards the growth of the accountancy profession, thus far.

We are well in the second half of the year. Time to take stock of our achievements.

We set out to achieve several targets for the profession, at the onset of the year. I am pleased to report good progress.

In August 2018, we commissioned a research project to ascertain the adoption levels of the International Financial Reporting Standards for Small and Medium Entities (IFRS for SMEs). I am happy to report that the study was completed in June 2019. The findings reveal a full IFRS for SMEs adoption level of 35%, which is lower than desired. This is owing to: limited awareness of the standard, limited use of the information in financial reports to make decisions, complexity of the standard, and the high cost of hiring a professional accountant, among others. This is a worrying statistic, given that the IFRS for SMEs was adopted in 2009. For a country whose tax base is dominated by SMEs, the significance of embracing best practices for financial reporting cannot be overstated. We appeal to the CPAs to use and popularize the standard, amongst their clients.

The International Ethics Standards Board for Accountants in June 2019 launched the eCode, a web-based tool that delivers the International Code of Ethics for Professional Accountants on a digital platform. The new platform has improved functionalities. It is is completely rewritten, easier to use, navigate and enforce. I encourage accountants to learn the Code and implement its provisions.

In January 2019, the Accountants (Practice) Regulations, were gazetted. My appeal to practising accountants is that you familiarise yourselves with the Regulations.

ICPAU values service to community. We sponsored the 10th ICPAU Juniours Woodball championship, in which over 700 students from primary and secondary schools participated. We also sponsored the Uganda Mathematical Society (UMS) Math contest. In May, the students' Scholarship programme was launched. The programme targets undergraduate degree holders who either have a First Class or Second Class (Upper Division) Degree. We have received overwhelming applications for the scholarships and review is in progress.

To support the implementation of international standards, we have made available the Institute of Chartered Accountants of England and Wales (ICAEW's) International Standards service as an online service to members. We encourage more members to subscribe to the platform.

We are steadfast on reclaiming our space through the drive to weed out quack accountants. Since January 2019, 10 unlicensed firms have been discovered and forwarded to Uganda Police Force for further investigation. Details of investigations will be published in due course.

As the year progresses, let's double our efforts and use whatever time we have left to complete the tasks before us.

Key events to look forward to in the next half of the year are:

- 24th Annual Seminar: 4-6 September 2019
- Accountancy Services Awards: 6 September 2019
- 2019 Financial Reporting (FiRe) Awards: 6 November 2019 (submission of annual reports is in progress)
- Accountancy Services Week: 4-10 November 2019

Enjoy your reading.

CPA Uganda

INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF UGANDA

ACCOUNTANCY SERVICES WEEK

DATE: 4 – 6 NOVEMBER 2019

VENUE: UMA EXHIBITION HALL

PRO BONO & WOMEN ENTREPRENEURSHIP SEMINAR

01 Free Business Advisory

02 Free Accountancy Services

03 Free Career Advice

Financial Reporting FiRe Awards – Uganda

DINNER

THURSDAY, 7 NOVEMBER 2019

KAMPALA SERENA HOTEL

For More Information Contact us on:

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ISA 540 UPDATES: Auditing Accounting Estimates and related disclosures

ISA 540 (Revised), Auditing Accounting Estimates and Related Disclosures will become effective on or after 15 December, 2019. This standard was developed to address evolving audit risks due in a more complex business environment while fostering improved exercise of professional skepticism and enhanced public interest benefits through improved communication and transparency.

Changes in financial reporting standards have increased the importance and visibility of accounting estimates to users of financial statements. These changes, along with recurring audit inspection findings criticising the quality of audits of accounting estimates, led to the need for the International Auditing and Assurance Standards Board (IAASB) to address this challenging area to improve audit quality.

Key enhancements to ISA 540 (Revised)

The IAASB has made the following key enhancements to ISA 540 (Revised):

a) Explicit recognition of the spectrum of inherent risk, building on existing concepts in ISA 200, ISA 315 (Revised) and ISA 330, to drive scalability. This ISA requires the auditor to make a separate assessment of inherent risks for purposes of assessing the risks of material misstatement at the assertion level for accounting estimates. Introduction of the concept of inherent risk factors, including not only estimation uncertainty but also complexity, subjectivity and others.

b) Enhancement of risk assessment procedures relating to obtaining an understanding of the entity, its environment and internal control in relation to among others:-

- The entity's transactions;
- The requirements of the applicable financial reporting framework;
- Regulatory factors relevant to the entity's accounting estimates;
- The nature of the accounting estimates and related disclosures;

c) Introduction of a separate assessment of inherent risk and control risk for accounting estimates. The assessment of inherent risk involves an assessment of the degree to which the accounting estimate is subject to estimation uncertainty or affected by complexity, subjectivity or other inherent risk factors like the selection and application of the method, assumptions and data in making the accounting estimate or the selection of the management's point estimate and related disclosures for inclusion in the financial statements. The assessment of control risk of material misstatement of accounting estimates requires the auditor to obtain an understanding of the entity's controls, including control activities, relevant to that risk.

d) Emphasis of the importance of the auditor's decisions about controls relating to accounting estimates by highlighting relevant requirements in ISA 315 and ISA 330. In relation to accounting estimates, the auditor's tests of such controls must be responsive to the reasons for the assessment given to the risks of material misstatement. In designing and performing tests of controls, the auditor is required to obtain more persuasive audit evidence the greater the reliance the auditor places on the effectiveness of a control.

e) Introduction of objectives- based work effort requirements directed to methods (including specifically when complex modelling is involved), data and assumptions, to design and perform further audit procedures to respond to assessed risks of material misstatement.

f) Enhancement of the 'stand back' requirement, by adding an evaluation of the audit evidence obtained regarding the accounting estimates, including both corroborative and contradictory audit evidence. Enhancement of disclosure requirements to obtain audit evidence about whether the related disclosures are reasonable.

Enhancing the Auditor's Exercise of Professional Skepticism

The IAASB recognizes the central role that professional skepticism plays in auditing accounting estimates. Therefore, ISA 540 (Revised) contains several provisions that are designed to enhance the auditor's application of professional skepticism, including:

a) A requirement to design and perform further audit procedures in a manner that is not biased towards obtaining audit evidence that may be corroborative or towards excluding audit evidence that may be contradictory. This may involve obtaining evidence from multiple sources within and outside the entity.

b) A requirement to 'stand back' and evaluate the audit evidence obtained regarding the accounting estimates, including both corroborative and contradictory audit evidence.

c) Use of stronger language such as 'challenge', 'question' and 'reconsider', to reinforce the importance of exercising professional skepticism. This is evidenced in relation to the appropriateness of management's assumptions or judgements made about the accounting estimates.

Scalability of ISA 540 (Revised)

The scalability of ISA 540 (Revised) is demonstrated by how the standard addresses risk assessment and the responses to the assessed risks of material misstatement. ISA 540 (Revised) introduces and emphasizes the spectrum of inherent risk concept. It includes an enhanced risk assessment specifically tailored to accounting estimates that builds on the risk assessment required by ISA 315 (Revised). The ISA notes that besides estimation uncertainty which is focused on in the extant ISA 540, there may be other inherent risk factors, including susceptibility to misstatement due to management bias or fraud, estimation uncertainty, complexity and subjectivity.

ISA 540 (Revised) includes specific paragraphs in the application material that demonstrate how the standard is scalable in the inherent risk assessment and the responses to the assessed risks of material misstatement. The ISA emphasizes that the nature, timing and extent of risk assessment and further audit procedures will vary based on the assessment of risks of material misstatement. In addition, ISA 540 (Revised) emphasizes in the requirement that the auditor's further audit procedures need to be responsive to the reasons for the assessment of the risks of material misstatement at the assertion level and that the auditor's further audit procedures shall take into account that the higher the assessed risk of material misstatement, the more persuasive the audit evidence needs to be.

Changes regarding the testing of accounting estimates

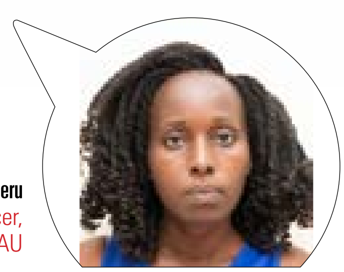
ISA 540 (Revised) includes an enhanced work effort that addresses the challenges that auditors face by providing more guidance and objective- based requirements that allow for scalability in the nature, timing and extent of procedures performed in relation to the degree of estimation uncertainty and the assessed risks of material misstatement.

The IAASB, in this new standard, has introduced objective-based requirements, directed to methods (including models), assumptions and data. Given the importance of testing controls around complex accounting estimates, particularly for financial institutions, the IAASB decided that ISA 540 (Revised) should emphasize the importance of the auditor's decisions about controls leading to accounting estimates. This is supported by a new requirement to separately assess control risk and by re-emphasizing the requirement in ISA 330 to test controls for significant risks in the current period if the auditor plans to rely on those controls. The ISA also re-emphasizes the requirement in ISA 330 regarding when testing the operating effectiveness of controls.

Given that external information sources (and management's experts) may be used when making accounting estimates, ISA 540 (Revised) cross references to the relevant requirements in ISA 500. The IAASB made consequential amendments to ISA 500 to increase the focus on external information sources. The additions include a definition of an external information source and application material addressing audit evidence considerations related to external information sources.

Conclusion

It is hoped that ISA 540 (Revised) will foster a more independent and challenging mindset in the audit of accounting estimates as well as improve communication and transparency between the auditor and those charged with governance in dealing with the evolving audit risks arising from a complex business environment. TA



Elizabeth Kaheru
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Prudent Financial Management for Cooperatives in Uganda

Four years ago, fifteen women came together to start a savings group. They set the contribution to sh 150,000 monthly, set fines for defaulting and in a year, they were borrowing from the savings group. Even though the group has since shrunk to eight because many defaulted on their obligations, those who have stuck together have become a formidable force.

Their financial cooperative is one of many that have propelled many Ugandans into property ownership and wealth creation.

A cooperative is 'an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise' (International Cooperative Alliance, 1995). The types of cooperatives include: marketing, consumer, producer, financial, service, employee-based, housing and multi-purpose cooperatives. Financial cooperatives (SACCOs) form the biggest number of cooperatives in Uganda.

Cooperatives can only thrive if there is prudent financial management and strict adherence to rules.

Financial management refers to the planning and controlling of an organization's resources with the overall objective of achieving its Vision, mission and goals and objectives. It deals with finding out how the organization's operations will be financed (financing decision), how the funds are utilized (expenditure or/ and investment decision) and how the realized surplus is safely disposed of (dividend decision).

The Board and staff have a fiduciary duty to prudently manage the financial resources of the cooperative. However, several studies indicate that a good number of cooperatives have collapsed due to a number of challenges, among others: internal fraud, theft and embezzlement of funds, delinquency, and poor accounting and record keeping. A study conducted by Uganda Debt Network (2013), titled 'Prosperity for All: Building on Successes and Confronting Challenges of SACCOs in Uganda' emphasizes prudent financial management as one of the solutions recommended to mitigate the collapse of cooperatives.

Below are some ways through which prudent financial management of cooperatives can be achieved.

1. Putting in place a reliable accounting system

This enables the cooperative's accounting and loan records to be maintained so that financial and loan reports can be readily prepared. The documents supporting the transactions should be filed in an orderly manner for easy retrieval and reference. Poor accounting and record keeping provides an opportunity for fraud. The cooperative should also have an appropriate and documented financial policy and procedures manual among other operational policies and these should be adhered to by both staff and the leaders.

3. Use of a budget

Section 24 of the Cooperative Societies Act (1991) requires that the annual estimates of income and expenditure (budget) for the next financial year should be prepared three months before the end of the current financial year. A copy should be sent to the Registrar for an opinion before it is submitted to the general Meeting. Supplementary estimates should also be submitted to the Registrar for an opinion. No development capital expenditure should be made before the Committee's estimates have been approved by a general meeting.

The approved annual budget should be utilized during the year, to control expenditure. At the end of the year, actual performance should be compared with the budget and any realized variances properly explained.

5. Preparation of periodic financial and loan portfolio reports

Staff should prepare these reports and submit them to the Committee so that they make informed decisions. Staff should analyze the reports and explain any unexpected trends or ratios to the Committee. These reports can assist in the detection of any embezzlement of funds or fraud in time so that such practices are curbed before they go out of hand.

2. Proper management of loans

The cooperative should have a credit policy manual to guide the loan application, appraisal and disbursement process. The Credit Committee should review the appraisal report and approve the loans to be disbursed. Delinquency may arise from ghost loans and issuance of loans to Committee members or related parties without following the due process. Sometimes staff may collect loan repayments from borrowers and embezzle the money. Loan portfolio reports should be prepared every month and studied or analyzed by staff and the board to identify non-performing loans to prompt necessary action. The best cooperatives should have zero tolerance for delinquency and corruption.

4. Effective internal control system

Internal control system comprises all the systems set up and maintained by management to facilitate the achievement of its objective of ensuring orderly and efficient conduct of the cooperative's activities. These include policies and procedures, accounting system, job descriptions, among others. The objectives addressed by internal control are: asset protection; reliability of the records; profitability; fraud detection and prevention; and compliance with operational policies, legal and regulatory aspects.

There are three broad levels of internal controls: (i) Operational controls – are integrated into the work processes and performed by only authorized persons (e.g. authorization); (ii) Supervisory controls – are added to the work processes at regular intervals and performed by those in management while observing segregation of duties (e.g. surprise cash counts); and (iii) management controls address the results obtained and are performed by those in management (e.g. analysis of the statement of financial position).

6. Investing funds as prescribed in the Cooperative Societies Act 1991

Cooperatives should consider investments which can be liquidated quickly and are less risky (e.g. treasury bills and treasury bonds) so that when members need loans the funds can be accessed easily.

Section 45 of the Act outlines investment options: in a registered cooperative bank, society, company or statutory cooperation; a bank/financial institution incorporated in Uganda; in investments and securities allowed by law for investment of trust funds; and other modes specified by the byelaws and approved by the Registrar.

Investing in other areas such as land for purchase by members should be implemented after obtaining written approval from the Registrar.

7. Election of a knowledgeable and ethical Board/Committee

Committee members should be knowledgeable in the area of cooperatives and committed. They should avoid conflict of interest and have a good working relationship with staff. They should be trained in governance and financial management. Committee members should understand that serving the cooperative is voluntary and not a paid job.

9. Selection of an active and skilled Supervisory Committee (SUPCO)

The SUPCO's roles and responsibilities include: ensuring that the cooperative's financial affairs are handled with prudence, due care and transparency; checking the financial and operating records for consistency; ensuring that the expenditure controls are followed; and ensuring prudent asset and liquidity controls.

Some SUPCOs are only active when they meet at the year-end to prepare the annual report to the AGM. The SUPCO should carry out its supervisory visits on a monthly/quarterly basis and prepare reports to be discussed by the Board. Their recommendations should be implemented by management.

8. Recruitment and retention of competent staff

Staff implement the policies and operating programmes of the cooperative. The cooperative needs motivated staff with the right qualifications and experience. They should exhibit ethical behavior. Staff need to be trained in cooperatives administration.

They should have a positive attitude and work as a team. The Credit Officer and the Finance Manager should work closely to ensure that the loan information is accurate, loan defaulters are identified and followed up.

10. Proper cash management and liquidity control

Cooperatives need resources to finance their daily operations. These include: loan disbursements for financial cooperatives, and purchase of raw materials and other processing costs for marketing cooperatives, among others. At the same time cooperatives must pay suppliers for purchases made on credit, or pay lenders the interest and loan principal due.

Lack of sufficient working capital leads to delays in payment of suppliers, delayed production and delivery, or a longer waiting period in loan disbursements. Poor management of liquidity will make some members not access their savings when needed. Consequently, members may want to leave the cooperative. The Finance Manager should prepare cash flow forecasts to assess the cash requirements during various periods.

11. Adequate financing of the cooperative

Cooperatives are mainly financed by members through majorly share capital contribution and subscriptions. Other sources of financing include: external loans from institutions, donations or grants, members' savings, membership enrolment and subscription fees, and service charges.

Prior to obtaining loans from external institutions, the cooperative should obtain written authority from the Registrar (Section 43 of the Act). The borrowed amount should not exceed the maximum liability set by the Annual General Meeting (Regulation 20(f) of the Cooperative Societies Regulations 1992). Receipt of donations/ grants involves dealing with non-members and requires the Registrar's written acknowledgment (Section 44 of the Act). External loans should only be sought when really needed, for example, when the cooperative is unable to meet the demand of their members for loans. There should be a healthy balance between the rate of borrowing and the rate at which the funds are lent to members. Failure to repay external loans can lead to adverse effects on the cooperative's operations, including collapse.

12. Allocation of sufficient time to financial matters at the Annual General Meeting (AGM)

At the AGM, sufficient time should be allocated to discussion of audited financial statements, proposed annual budget and other financial matters. These agenda items and the documents should be sent to members before the AGM to allow them ample time to study them, to facilitate properly guided discussions.

13. Proper use and allocation of surpluses

Payment of dividends or bonuses or distribution of a cooperative's accumulated funds is subject to prior written consent and acknowledgement by the Registrar (Section 46 of the Act). The maximum rate of dividends payable to members is 10% of the paid up share capital (Regulation 40 of the Cooperative Societies Regulations 1992). The Act also has other reserves that it prescribes.

14. Timely external audits

External audit of cooperatives should be conducted within the first three months after the end of the financial year (Section 22 of the Act). The management letter from the external audit should identify weaknesses in financial management (if any) and provide recommendations. Audits can also assist in identifying fraud.

15. Compliance with tax and other relevant statutory requirements

The cooperative should comply with the tax laws and other relevant statutory requirements in order to avoid fines and penalties. Fines and penalties affect the liquidity of the cooperative.

It is worth noting that SACCOs have additional compliance requirements stipulated in the Tier 4 Microfinance Institutions and Money Lenders Act 2016.

Prudent financial management calls for compliance with the relevant laws as well as the policies and procedures developed by management. If both the Board and management work together in a prudent and ethical manner, financial management of cooperatives can be significantly improved. This will highly contribute to the viability and sustainability of cooperatives in Uganda. TA

CPA Augustine Lule
Managing Partner
Augustus Associates

The evolving role of the Finance Professional – The customer's perspective

Historically, organizations relied on the finance leader and finance function to prepare financial information for internal and external decision-making. As the business climate became more complex and dynamic, this affected the role that a finance team plays in the business. Technological change, globalization and the opening up of both international and national boundaries dictate that the role of the finance professional becomes broader.

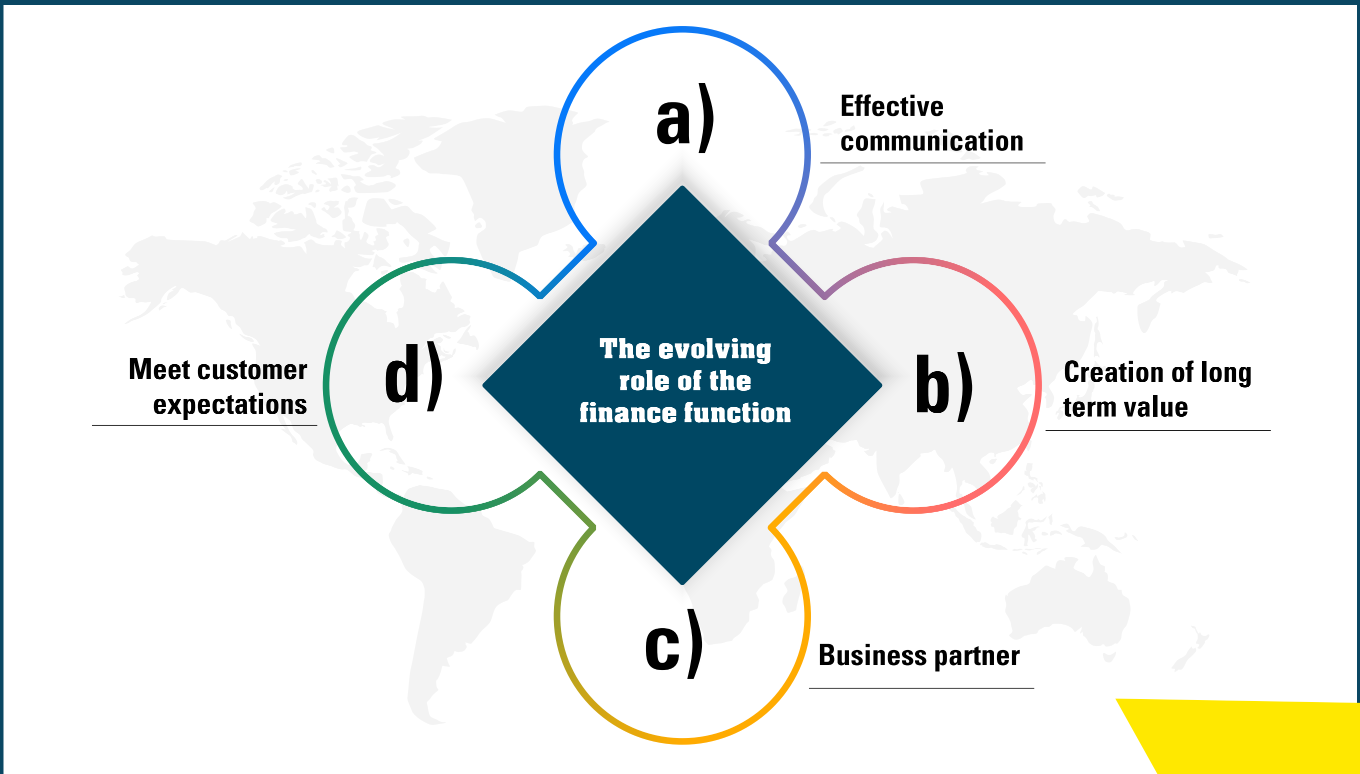
Unlike in the past where the role of the finance leader was to collect numbers/data and then communicate/present the same to management, they are now part of the decision making process. Their voice informs key decisions that were in the past left to management.

> "Over the last decade, the finance leader's role has shifted from number crunching to co-driver of corporate strategy focusing on long term growth."

The International Federation of Accountants (IFAC), in its article 'A Vision for the Finance Professional and the Finance Function, Sharing Knowledge, ideas, and experience (2018), notes that an effective finance leader and finance function is a key requirement for all organisations. From an external stakeholder's perspective, trust and confidence in an organisation is directly tied to the competence of its finance leader and finance function. The starting point for developing a vision for the finance function is to focus on the customer's needs, including those of the board, operations and external stakeholders.

The evolving role of the finance function

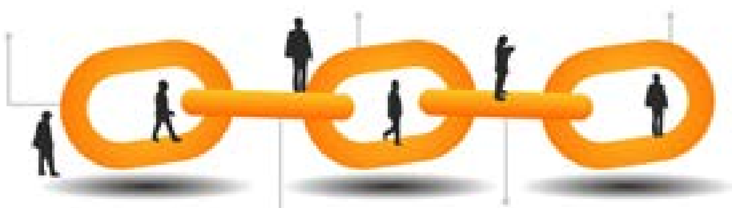
The primary responsibility of the finance leader has always been managing financial risks of the organisation to drive growth for the business. The leader is responsible for financial stewardship such as financial planning and record keeping, which ensure assets are preserved and risks are minimised. Traditionally, the finance leader was viewed as a financial gatekeeper. Over the last decade, the finance leader's role has shifted from number crunching to co- driver of corporate strategy focusing on long term growth. Today, finance leaders are expected to perform the following roles:



a) Effective communication

A finance leader's success is directly tied to his or her ability to focus on the business fundamentals. Effective leaders stress fundamentals that ensure strategic alignment of the finance function's vision to the overall organisation vision. For a finance leader, such communication is expected to align the organisation financial statements which provide an indication of performance at a point in time. The finance leader should bear the competence and ability to communicate, articulate and explain what the financials mean in a way that non-finance personnel would understand. An illustration of this would be the recent changes in standards affecting financial statements. A finance leader would be expected to explain such changes to the Board, Management and any other party to which the changes may have a significant impact. The board expects the finance leader to be a strong communicator explaining the performance of an organisation in an understandable way.

b) Creation of long term value

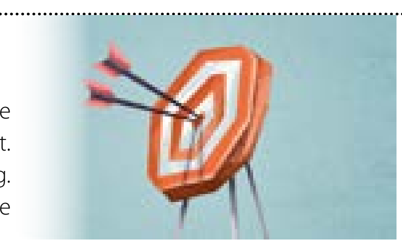


A finance leader carries the stewardship of both financial and non-financial performance. He or she is responsible for partnering with other businesses, supporting business strategy, and sustaining value-adding strategies. In summary, they are tasked with creating new value; more value; or even better value. With the emergence of integrated reporting and integrated thinking, the finance leader forms a strong link between business strategy, governance, risk management, and sustainability so that the board and the organization as a whole consider opportunities and risks in an integrated rather than isolated way. The finance leader is expected to be able to communicate all key aspects of value creation in the integrated report.

c) Business partner

In relation to management and operations, the finance leader needs to understand the organisation's business model in order to be an effective business partner who provides insights on financial and risk implications of decisions and their potential implications in the short and long term. In terms of ensuring control, the finance leader needs to institute effective checks and balances involving adherence to limits of authority.

d) Meet customer expectations



Setting and meeting customer expectations is a never-ending process. Maintaining positive relationships with clients results in a more satisfying work environment and greater level of output. With consistent disruptions in local and global markets, customers' expectations keep on changing. IFAC (2018) notes that a finance leader would be ultimately judged by peers on what value he/she

brings more broadly to their organisation and whether they are meeting the expectations of various internal and external customers including the governing board, management, shareholders and other funders, analysts, customers and regulators. In a bid to appropriately service customers, a finance leader and or finance team needs to appreciate and understand what customers demand from it. For instance, the governing board of the organisation expects a finance leader who:

- Holds the business to account and ensures controls and processes
- Understands the business
- Understands technology to take advantage of digital enablement
- Understands and communicates the implications in changes in financial reporting standards
- Reports with transparency on the business and relevant data
- Ensures funding is available for strategic and operational investments and that the investment process is judicious and supports objectives
- Communicates effectively to external stakeholders

The operations team on the other hand, expects the finance leader to:

- Hold deep awareness of operational objectives and performance
- View value stream processes and systems end-to-end
- Provide insights that lead to solutions to operational challenges
- Be inquisitive yet enabling, and opportunities-focused

For a finance leader and or finance function to boast about their effectiveness, they should asses their achievement in tandem with the organisation's vision. This requires a team that is adequately endowed with the right business and sector-specific skills, technical skills, and interpersonal and behavioural skills.

ICPAU's role is to continuously update and review its education approaches and career pathways, to develop a competency framework that supports professional qualification and continuing professional development (CPD) in order to maintain relevance of its members in both the private and public sectors. TA

Elizabeth Kaheru
Technical Officer
ICPAU

CPA Uganda

Economic Forum

WHAT:
7th CPA Economic Forum

WHEN:
17 – 19 July 2019

WHERE:
Imperial Resort Beach Hotel, Entebbe

1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CPA Ruth Doreen Mutebe Nseko, ICPAU Vice President (R) hands a certificate of recognition, to Dr. Muvawala

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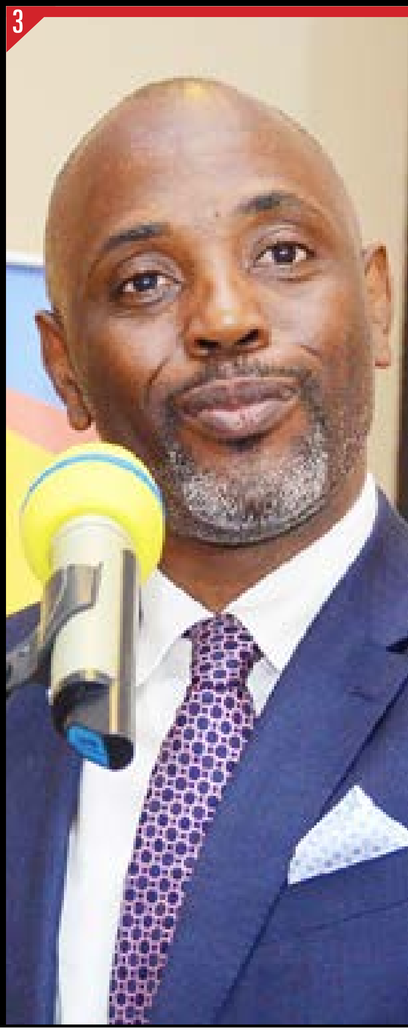

1. L-R: ICPAU President, CPA Frederick Kibbedi and Keynote Speaker, Dr. Joseph Muvawala, ED of the National Planning Authority

2. Mr. Noah Baalessanvu delivered a presentation on *Building an Inclusive Trustworthy and Sustainable Digital Society*

3. Dr. Joseph Muvawala

4. The health camp, in partnership with Entebbe Regional Referral Hospital

5. Corporate exercises

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6. ICPAU Council members, past Presidents and Forum Speakers in a group photo with sponsors: National Water and Sewerage Corporation (NWSC), National Social Security Fund (NSSF) and Golgate CPA.

7. Tr. Mpamire (Herbert Mendo Ssegujja) treated participants to a memorable rib-cracking session.

8. Participants at the Forum. Foreground is ICPAU Director – Education, Mr. John Bosco Ntangaare.

9. ICPAU President, CPA Frederick Kibbedi, at the heath camp.

10. ICPAU officials appreciating sponsors: NWSC, Capital Markets Authority and NSSF: Extreme left is Chairman of the ICPAU Events Management Committee CPA David Sserebe, 3rd Right is ICPAU President and extreme right is Mr. Eric Zachary Mugisha (in charge of Digital platforms). NSSF is represented by the Chairman, CPA Patrick Kaberenge (2nd right).

CPA Uganda

Economic Forum

WHAT:

7th CPA Economic Forum

WHEN:

17 – 19 July 2019

WHERE:

Imperial Resort Beach Hotel, Entebbe

1


ICPAU past Presidents were in attendance: 4th President CPA Joseph Baliddawa (L) and 2nd President CPA David Opiokello (R)

1. Participants were treated to enthralling entertainment by musician Irene Ntale.

2. Officials from NSSF, attending to customers. NSSF was one of the Forum spomsors.

3. Officials from NWSC, attending to customers. NWSC was one of the Forum sponsors.

4. ICPAU's Cones Biine (R) welcoming a participant to the Forum.

5. L-R: ICPAU's Manager – Stakeholder Engagement (Mr. Godfrey Neema) and CPA Sandra Batte, a member of the ICPAU Events Management Committee.

6. Afrigo Band provided entertainment on the second day of the Forum (18 July).

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Members' Engagements and Events

WHAT:

- ICPAU Presidential Dinner: 16 August 2019, Kampala Serena Hotel
- ACOA2019: 19-21 June, Marrakech, Morocco
- 25th Annual General Meeting: 27 June 2019, Imperial Royale Hotel

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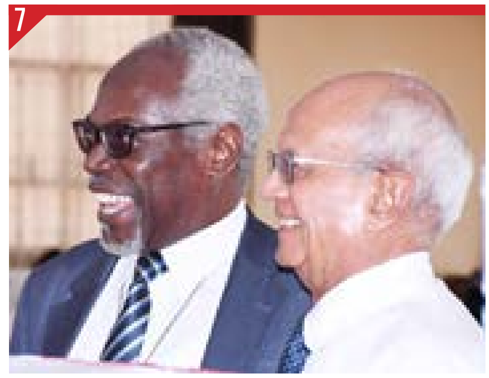

1. Presidential Dinner

2. Mr. John Bosco Ntangaare, ICPAU Director – Education (Extreme L), CPA Simon Oola, ICPAU Director Corporate Services (2nd L, back row), CPA Frederick Kibbedi, ICPAU President (5th L, front row), CPA Derick Nkajja, ICPAU CEO (3rd R) and other delegates at the ACOA2019.

3. L-R: ICPAU Director – Corporate Services, CPA Simon Oola; Finance Manager CPA Robert Kamoga Tebasuulwa; and ICPAU Auditor, CPA David Ssenoga, at the 25th AGM.

4. ICPAU 4th President, CPA Joseph Baliddawa welcoming a CPA Ahmed Ibrahim Bholim to the 25th AGM.

5. CPA Sr. Resty Kabasaigi, Bursar at Rubaga Girls S.S, led the opening prayer at the AGM.

6. ICPAU 6th President, CPA Ben Patrick Kagoro was in attendance at the 25th AGM.

7. L-R: ICPAU 4th President, CPA Joseph Baliddawa and 5th President, CPA Naru Thakkar, at the 25th AGM

CPA Uganda

Woodball

WHAT:

Woodball Activities

WHEN:

- 2019 Beach Woodball World Cup – 25 – 31 May, Spennah Beach
- 10th ICPAU Junior Woodball Championship - 22 June 2019, Buziga Isamic School

1. ICPAU Head of Stakeholder Engagement, Mrs. Julian Namale Muweesi, awarding a trophy to a Woodball champion, during the 10th ICPAU Junior championship. Extreme Left is Mr. Paul Kayongo, the President of the Uganda Woodball Federation.

2. ICPAU Manager – Stakeholder Engagement, Mr. Godfrey Neema, inspiring *Team Uganda,* before the game – 31 May 2019.

3. Mr. Godfrey Neema awarding *Team Uganda* champions, after the Beach Woodball game – 31 May 2019.

4. Woodball champions in a group photo with Mrs. Muweesi and Mr. Kayongo.

5. Aiming for the gate. Woodballers at it, during the Juniour championship

1

CPA Uganda

Women in Accountancy Forum

WHEN:

22nd AUGUST 2019

WHERE:

Imperial Royale Hotel

2

1. Women accountants at the Forum

2. CPA Jacqueline Kobusingye Opondo of the Nasa Lidership Consult, receiving a certificate in honour of her presentation on *Building Confidence for Professional Excellence.* Left is CPA Madina Nabutono, of Uganda Revenue AUthority

3,4&5. Participants were from various organisations.

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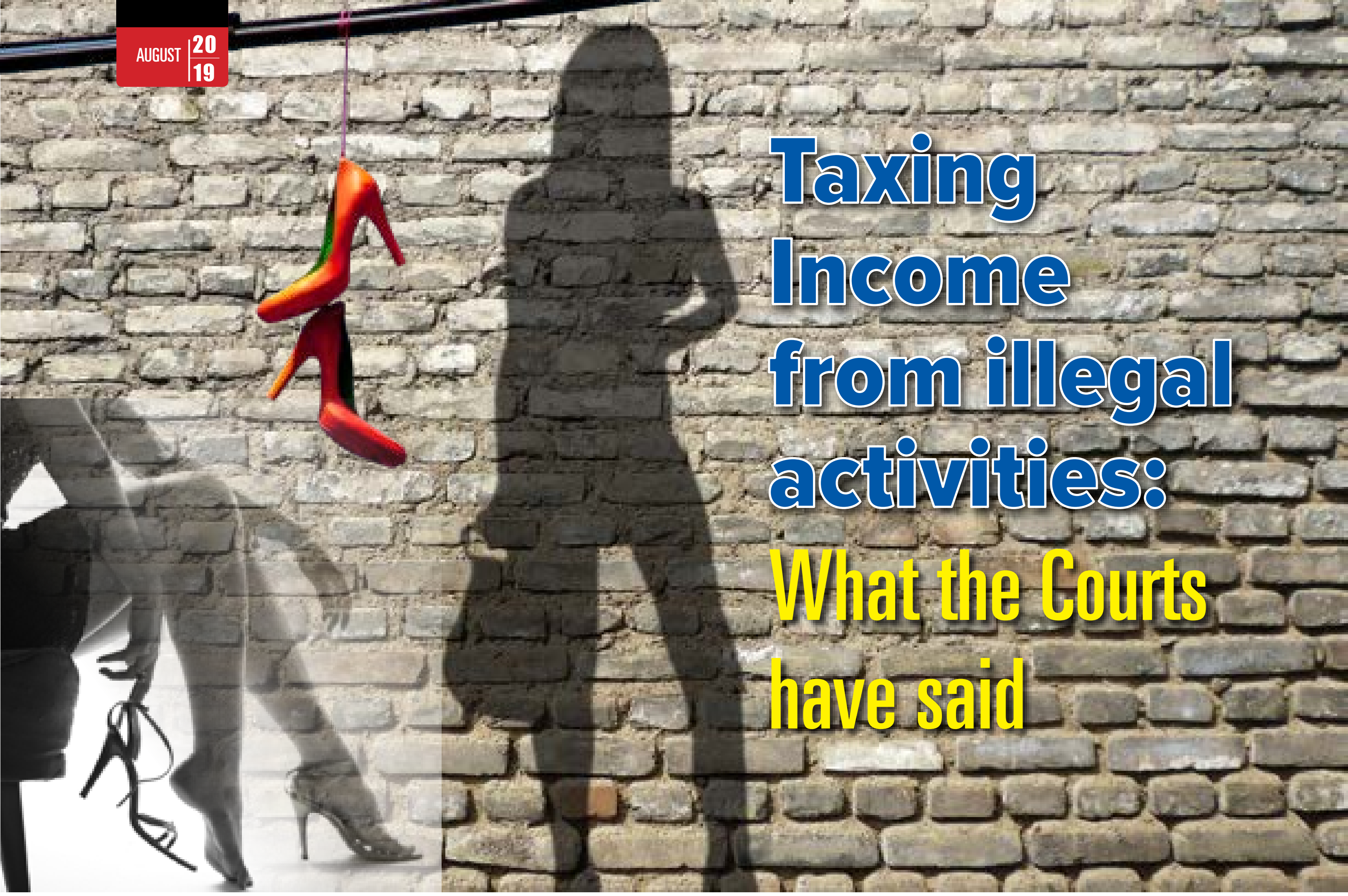

Taxing Income from illegal activities: What the Courts have said

It is a cold morning. My colleagues and I are rushing to an economics symposium. Driving through one of the streets patronized by curb crawlers, we notice a policeman attempting to arrest a group of sex workers. Whereas one would pick interest in the growing immorality as darkness falls on a number of streets of Uganda's major towns, our concern was the economic impact that such activities have on the economy. In a number of economies, prostitution is a tax contributor and thus seemingly contributes some sums of money to the national Gross Domestic Product (GDP).

For the financial year 2019/20, the Government has unveiled a Uganda Shilling (UGX) 40 Trillion or United States Dollars (USD) 10.7 Billion budget with a projected domestic revenue collection (from tax and non tax revenues) at a tune of UGX 21 Trillion. The country's tax base is considered by many to be narrow and any effort by the government to widen the tax base is instead perceived as a move to deepen the tax base. In Uganda there is no clear trace of how prostitution or any illegal activity could be taxed. One would then wonder whether, as a general principle, taxes should be levied on an illegal activity or transaction. To appreciate this better, we need to analyse a number of tax law concepts and similar jurisdictional experiences.

Lord McNaghten defined income tax as a tax on income irrespective of other considerations, notably, legality. *"Whether one has fixed property or lives by his wits he contributes to the tax if his income is above the prescribed limit."*[1] Section 4(1) of the Income Tax Act (ITA) of Uganda states that: "Subject to, and in accordance with this Act, a tax to be known as income tax shall be charged for each year of income and is imposed on every person who has chargeable income for the year of income". Section 15 defines chargeable income of a person for a year of income as the gross income of the person for the year less total deductions allowed under the Act for the year, while according to Section 17 gross income includes the total amount of business income; employment income; and property income.

From the above provisions, for income tax to be levied, there has to be chargeable income derived from all geographical sources for resident persons or from sources within Uganda, for non-residents. The question as to what constitutes chargeable income can further be viewed from the perspective of legality and illegality of the income in question or the source of the said chargeable income.

In Pickford v Quirke[2], court noted that the repeated nature of transactions is key in ascertaining whether the amount in question is liable to income tax or not. While in *Rutkin v. United States,*[3] court noted that an unlawful gain, as well as a lawful one, constitutes taxable income when its recipient has such control over it that, as a practical matter, he derives readily realizable economic value from it. That occurs when cash is delivered by its owner to the taxpayer in a manner which allows the recipient freedom to dispose of it at will, even though it may have been obtained by fraud and his freedom to use it may be claimed by someone with a better title to it. The above precedents simply allude to two guiding principles on chargeability of income, that is, whether the activity that one is involved in is repetitive, and whether the person has control over the proceeds from such transactions.

Courts in neighboring Kenya have not had a divergent view on taxation of income from an illegal activity. In Republic v *Kenya Revenue Authority ex parte*

[1] London County Council & Others v The Attorney General (1901)

[2] CA 1927 13 TC 251

[3] 343 U.S. 130 (1952)

Yaya Towers Limited,[4] the Kenya Revenue Authority (KRA) sought to have an employee of the applicant remit his income tax, the court found the employee's employment contract to be illegal. Whereas the High Court held that the KRA could not use an illegal relationship to assess tax as that would be contrary to public policy, on appeal, the above decision was overturned when the court held that; "whether a business is illegal or services obtained were rendered by an illegal entity, it is still subject to tax for two reasons; firstly, holding otherwise would entitle a wrongdoer to benefit from illegal profits earned from unlawful business and, on top of that, be exempted from taxation. It would be an absurdity to tax the gains of an honest man while the dishonest escape taxation. Secondly, if profits of an illegal business were not taxable, honest taxpayers would be incentivised to taint their businesses with an illegality for purposes of securing exemption from taxation."

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Chargeable income under the ITA includes business income. The ITA defines a business to include any trade, profession, vocation or adventure in the nature of trade, but does not include employment. A trade in the simplistic understanding refers to an action of buying and or selling goods and/services. Deducing from the above therefore, where someone has chargeable income, irrespective of whether it is a result of an illegality or not the ITA seems not to exempt them from income tax. Those against taxation of illegal income have criticized this approach on grounds that by taxing such income Government would be a silent partner in crime and would also be in contravention of public policy.

Those who do not support taxation of income from illegal activities hold that receipt of proceeds of any profitable activity in the form of taxes makes the state a partner to the given business hence taxing proceeds of crime would make the state a partner to the criminal activity which it sought to prevent in the first place by criminalising it. This was well pronounced by Nyamu J in *Republic v Kenya Revenue Authority ex parte Yaya Towers Limited believe that "Illegality as to the formation of a contract implies that it is intended to be performed in an illegally prohibited manner and the courts cannot enforce it or provide any other remedies arising out of the contract as it is against Public Policy"* and that receipt of proceeds of an illegality by the state amounts to the state aiding and abetting contravention of the law, as such contravening public policy.

However, Rowlatt J rejected this notion of immorality of the taxation of profits in Mann v Nash[5], where he asserted that:

"The Revenue Authority representing the State is merely looking at an accomplished fact. It is not condoning it; it has not taken part in it; it merely finds profits made from what appears to be a trade, and the revenue laws happen to say that the profits made from trades have to be taxed, and they say: 'give us the tax.' It is not to the purpose in my judgment to say, 'but the same State that you represent has said they are unlawful.' That is immaterial altogether… It is said again: 'Is the State coming forward to take a share of unlawful gains?' It is mere rhetoric. The State is doing nothing of the kind; they are taxing the individual with reference to certain facts. They are not partners; they are not principals in the illegality, or sharers in the illegality; they are merely taxing a man in respect of those resources. I think it is only rhetoric to say that they are sharing in his profits, and a piece of rhetoric which is perfectly useless for the solution of the question which I have to decide".

Therefore, based on these persuasive precedents and the ITA, one may rightly argue that in Uganda, since the ITA makes no distinction between legally or illegally derived incomes, provided an amount falls within the definition of chargeable income, regardless of its legal or illegal source, it makes perfect sense to subject it to tax. In Commissioner of Inland Revenue v Aken[6], where the issue was whether income from prostitution was taxable, the court, despite questions on morality of the trade, proceeded to hold that the profits from prostitution were taxable and that the word 'trade' in itself has no connotation of lawfulness.

Whether income generated from illegal activity falls within the purview of the income tax law depends on the interpretation of 'gross income'. It is submitted that gross income does not qualify the nature or source of income to be either legal or illegal. The ITA definition of gross income must be construed in a non-exhaustive manner. As such, illegally obtained income as well as legally obtained income fit within the description of 'gross income'.

Sec 21 provides a list of amounts exempt from tax. This list does not include income that falls within the definition of gross income under the Act, but is tainted by an illegality (i.e. derived from illegal activities). There is nowhere in the Act that it is expressly stated that income from illegal activities is exempt from tax or the person deriving it is exempt from tax. Had it been the intention of the legislature, probably we would have had a clear exemption from tax for illegally earned income. In the absence of such express provision, I would borrow the holding of the court in Crane Bank v URA[7] and emphased in URA V *Siraje Hassan Kajura*[8] *that "laws which permit tax exemption must be construed strictissimi juris against the entity claiming the same. Thus, the law does not look with favor at tax exemptions and he who seeks to be this privileged must justify it by words too plain to be mistaken and so categorical to be misinterpreted."* Income or proceeds from illegal activities in Uganda should justifiably be assessed for tax. It would be contrary to public policy and there would be no justice in taxing persons in legitimate enterprises while allowing those who thrive by violation of the law to escape. TA

CPA Lydia Nankabirwa,
Technical Officer- Public Sector Management & Tax

[4] (2008) eKLR
[5] (Inspector of Taxes) 1932 1 KB 752 at 757-8
[6] [1991]189ITR633(Cal)
[7] CA no.96 of 2012
[8] (Civil Appeal N0.09 Of 2015) [2017] Ugsc 63 (20 December 2017)

Accountancy Profile
CPA Patricia Ojangole

Read how CPA Ojangole Transformed Uganda Development Bank into the preferred partner to the Government of Uganda, for socio-economic development

A 2013 *Daily Monitor* article *titled Audit reveals further rot in Uganda Development* Bank sent jitters around the country. The article revealed findings of audits that were conducted in 2012, unravelling among others: collusion by bank officials with borrowers, mismanagement and fraud, all of which resulted into non-performing loans to the tune of 21 billion by the end of August 2012, representing 60% of the Bank's loan portfolio. The external audits were instigated by internal investigations that were conducted by CPA Ojangole, the Head of Internal Audit at the time.

Fast forward to November 2018 Financial Reporting (FiRe) Awards: Uganda Development Bank (UDB) is recognised as the best performer in the financial services category in Uganda. At the same Awards, UDB also scooped the 2018 Bronze Award (the Award for third best performance in financial reporting, overall).

Joining UDB

CPA Patricia Ojangole joined UDB as the Head of Internal Audit in August 2011, utterly oblivious of the uphill task that lay ahead.

After under a year in the position, the Managing Director (MD) and all Executive Committee members were terminated by the Board, following among others, the outcome of the audits. Being the highest-ranking senior member of staff at the time, CPA Ojangole was appointed Acting MD. She was later confirmed as MD in January 2013, having emerged the best candidate during an external recruitment drive.

Although she was new at the organisation and with no prior experience as an MD, CPA Ojangole rose to the occasion.

Cleaning Up the Mess

Policies and Systems

CPA Ojangole started by instituting and streamlining policies and systems.

"When we started, there were major issues. The bank was underperforming. As a result, there were reputational issues and the government was not capitalising the bank. Neither could we get external funding," she recalled.

To ensure objectivity in the process and ensure loans are approved on merit, the credit policy and procedures were put in place with duties and responsibilities of various teams and committees clearly stated. CPA Ojangole noted that even when she receives direct loan applications and referrals, she follows procedure by referring the applicants to the right teams and they respect the professional judgements against criteria from any teams.

"The criteria is clear, it is adhered to and it applies to everybody," she noted.

This has erased the previous outlook of the bank where people thought that in UDB one only got a loan if one had a "godfather" or "relative" who worked with the government.

Rebranding

In 2015, the bank underwent massive rebranding, to demonstrate a new promise and a new culture to all the stakeholders.

With the new policies in place, among them a risk management framework, and a new promise, the organisation began to register performance and support resumed.

Weathering the Storm

When the bank entered turbulent times following the dismissal of the Executives in 2012, CPA Ojangole, who had unearthed the rot was not spared condemnation. She was accused of corruption and a lawsuit was filed against her by the Inspectorate of Government following accusations by the dismissed staff.

In the face of widespread criticism, she stood her ground, all the while maintaining her innocence.

"I have never been a corrupt person," she said. What kept me strong is I had inner peace because I knew I was innocent. I have strong Christian values that I am committed to, so there are certain things I cannot do, and my faith kept me strong and going at the time" she added.

CPA Ojangole mentioned that along the way, she encountered requests for bribes which she rejected. Others advised her to resign but she declined. "I felt that if I resigned, it would seem like I am guilty, yet I was not and that is exactly what my prosecutors wanted. Again, it would seem like handing victory to my prosecutors and I wasn't willing to hand victory to them just like that," she said.

"Resigning was therefore not an option. I knew that if there is justice in courts of law, I would get justice. They started the court process, took me to court, and so this had to end with court," she added.

To her relief, on 30 June 2014, Patricia was acquitted of all charges and she continued in her role as MD of the Bank.

When she settled back to work, her focus was to set a foundation that would ensure long term sustainability for the Bank. This was a lot of work, she notes, cutting across: strategy and how it is implemented, stakeholder engagement and management, management of human and financial resources, streamlining processes and structures, as well as improving the work culture and environment, among others.

To date, UDB has regained the confidence of its shareholders, funders, the private sector, customers and the public at large. "When we started, even good and professional people did not want to work with the Bank, but today, many people look forward to opportunities of working with UDB," she said. CPA Ojangole is credited as the brains behind the transformation of the Organisation.

Her top 3 achievements at the bank are:

a. Turning around the performance of the organisation
b. Rebuilding confidence in the organisation's stakeholders
c. Building a strong reliable team

Patricia's Background: Career and Education

Patricia started her career in 2001 as an Auditor at Stanbic Bank (then Uganda Commercial Bank), having graduated with a Bachelor of Commerce in Accounting, of Makerere University.

Anxious to acquire the requisite professional knowledge for her career growth, she enrolled for the Association of Chartered Certified Accountants (ACCA) certificate in 2003.

Patricia is an ambitious woman. She harboured the aspiration to become the Manager of Internal Audit, so she prepared herself. Upon completing her ACCA certificate, she enrolled for an Executive Master of Business Administration, of the Eastern and Southern Africa Management Institute.

Her efforts paid off. She rose in the ranks at Stanbic Bank and in 2007, she was promoted to Senior Audit Manager, a position she held for 5 years until she joined UDB in August 2011.

When she settled in the role of MD and having worked with the practical side of development banking, she felt she needed to become an authority in development finance by gaining the required theoretical knowledge in order to better appreciate the practice. To this end, she enrolled for a Master of Philosophy in Development Finance at the University of Stellenbosch, South Africa and graduated with a first class degree.

Patricia drew the inspiration to be an accountant from her mother who was a banker.

Factors for success

- Mentorship: I have some mentors in and out of the country, as well as a good support system even at home. My husband CPA Ojangole is especially very supportive and being in the same industry, we compare lots of notes.
- Doing the Right thing, against all odds. When Patricia started her job as Head of Internal Audit, she raised issues, but she was often told not to report her findings to the Board. However, being a professional accountant, Patricia knew she had an ethical obligation to do the right thing. "I knew that I was bound by a profession and there are ethical standards that I had to comply with," she said.
- Delivering on strategy: The bank has a 5-year strategic plan with clear targets. There are annual reviews to monitor performance. Beyond the annual reviews, some aspects of strategy are reviewed on a weekly basis by the senior management team and on a monthly basis.
- Continuous learning. It is important to understand the industry, to stay ahead of the game and remain relevant. The bank recently launched an innovations program, where internal staff will compete in an ideas program and the best ideas will be implemented by the Bank
- Focus: The culture of being serious about the mandate helped the bank to attract funding.
- Accountability: The team holds themselves accountable for the things that they are supposed to do.
- Commit to improvement: The team constantly reviews the policies and strategies, to identify areas for improvement. In 2016, an institutional development programme was executed, aimed at benchmarking the bank's operations against global best practices. The recommendations from the programme were implemented.
- Sustainability: Aimed at aligning its operations with the global and national agenda. This makes us appreciate and understand the needs of stakeholders and align ourselves, including our strategies to theirs.

Patricia's Insights

a. Leadership

Patricia wears two hats at the bank. As Chief Executive, she is the Accounting Officer. Her role is to lead the implementation of strategy and guide the operations of the organisation. As a Director, her focus is policy and together with other Directors, driving the organisation forward while keeping it under prudent control while upholding fiduciary duties of a Director.

Handling Expectations: The C-Suite position does not come without pressures and demands. Patricia' shares tips on handling the demands of the job.

Recruit competent staff: Candidates should be qualified and they should be able to bring extra value to the table. It is no longer enough to only do your duties and responsibilities in your job description. We endeavour to get the right people through a robust recruitment process. "it is not easy to get a job at the bank, yet it is very easy to leave if you don't do your job and don't add value to the team," commented some of the staff. When you have the right team, it becomes easy to delegate.

- Manage time: Arrive at work early and organise your day.
- Empower internal resources. At UDB, we only use consultants where we must. Our internal staff do almost all the work even what most organisations will normally outsource. They are even challenged to champion any new initiatives and we usually get the best output from them. This does not only help to challenge our people but also makes us own our strategy and processes.
- Engage with and learn from peers in similar industries all over the world

b. Achieving a Work-Life Balance

CPA Ojangole arrives at the office by 6.30am and she leaves at 6.00pm or after depending on what she needs to clear. However, while she is at home, it is strictly family time.

She visits the health club any day during the week including lunch hours when she has no commitments and sometimes on weekends. She also minds and watches her diet and eating habits and this in a way helps her to be more productive. She knows the value of having enough hours of sleep and aims at 7 hours of sleep most times.

c. Pursuing a Professional Accountancy course

Studying for a professional accountancy course while pursuing a career can be taxing. Patricia shares advice.

- Planning: Plan your life so that you can balance between family, study, work and time for self. For example, you can plan to have children at intervals when you are not studying.
- Set Goals and work towards them. Know what you want to achieve by a certain time, what you need to do to achieve the goals and work towards it.
- Hard Work: Success does not come easy. You have to make sacrifices. Read widely.

Uganda Development Bank is a Development Finance Institution focused on accelerating socio-economic development through sustainable financial interventions in line with the country's development priorities. TA

Recruit Ugandans, in order to achieve inclusive growth-Dr. Muvawala

Dr. Joseph Muvawala, the Executive Director of the National Planning Authority (NPA) has advised that the government should instigate a shift in man power planning aimed at giving priority to Ugandans during recruitment processes. This, as a measure towards fast tracking the achievement of inclusive growth in Uganda.

"Empower Ugandans by giving the jobs to them, because they are competent," he said. "We should only bring in foreigners when it has been absolutely established that attempts to find competent nationals have proven futile," he said.

Dr. Muvawala was delivering the keynote address on the theme, transformation for socio-economic empowerment.

He noted that socio-economic empowerment points towards empowering the poor, inclusive growth, autonomous thinking, control of one's own life and involvement in the development process.

According to Dr. Muvawala, the fundamentals have been addressed and the target should shift to the household. Read More …

Gambling and Sports Betting in Uganda: A Sorry Tale

Kiwuwa is a betting addict who is about to gamble his life away. He has been gambling since he was 19. But the urge intensified when he got a job as a pump attendant, at 23 years. At first, all seemed well as he would win some and lose some. But soon his luck run out. Kiwuwa became an addicted gambler and his employers soon lost trust in him. Kiwuwa has since depleted his household properties through gambling away with a hope that he will replace them after winning a huge bet.

Such is the sorry tale of many youth in Uganda. Research shows that majority of Ugandans in gambling are the youth.

Because Uganda is a young nation, with 55% of the population aged below 18 years, gambling is a major concern. Those who gamble spend about 12% of their monthly income on gambling activities. Gambling has led to loss of school fees, poor academic performance, alcohol and drug abuse, risky sexual behavior and crime.

To address the gambling monster, Dr. Lwanga recommends: the need for focus on the boy child; investing in agriculture through increased funding and investment in infrastructure; skilling the youth through focus on vocational education; revising the education curriculum to increase ICT training; taxing the vice; strengthening regulation and mind-set change through promoting a sense of nationhood and eliminating the culture of quick bucks. Read More …

Socio-Economic Empowerment through Agriculture: Farmers Advised to Organise themselves in Cooperatives

Prof. Moses Tenywa has advised farmers to switch to more integrative models, such as organising themselves in cooperatives, if they are to achieve socio-economic empowerment.

"Farmers should organise themselves in cooperatives, to create effective demand, reduce risks and increase access to credit facilities," said Prof. Tenywa.

Agriculture is an important sector of Uganda's economy. It employs over 80% of the population and contributes to the Gross Domestic Product by over 23%.

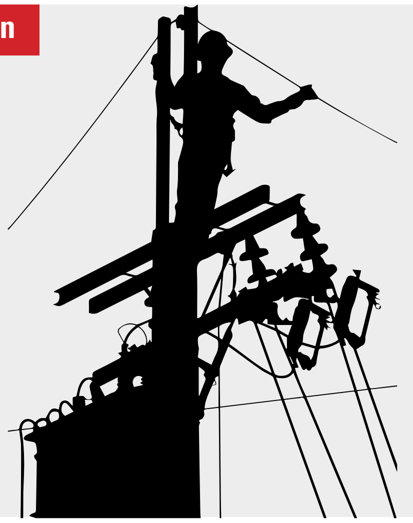
However, uncompetitive prices in the market, less profits, low productivity, price fluctuations, land degradation, weak government policy, poor linkages, limited access to timely knowledge and negative impact on climate change are some of the factors hindering creation of a robust agricultural sector in Uganda. Read More …

Uganda Electricity Generation Company to Diversify Energy Generation

The Uganda Electricity Generation Company Limited (UEGCL) will diversify energy generation and develop new energy sites, as one of the strategies to achieve the projected electricity demand by 2040, Eng. Dr. Harrison Mutikanga, the Chief Executive Officer of the company has said.

Other strategies that UEGCL will employ are: investment in research and innovation, public and private partnerships to reduce the infrastructure financing gap, listing on the capital markets, matching project lifetime (investment) with financing tenure, concessionary financing, and hedging against price and exchange rate escalations.

As per Vision 2040, the government expects 80% of the population to access an equivalent of 3668 (Kwh) of electricity. UEGCL projects per capita consumption of electricity at 41,738kwh (71%) by 2040. Read More ...



KCCA Seeking Partnerships with Private Sector, for City Development

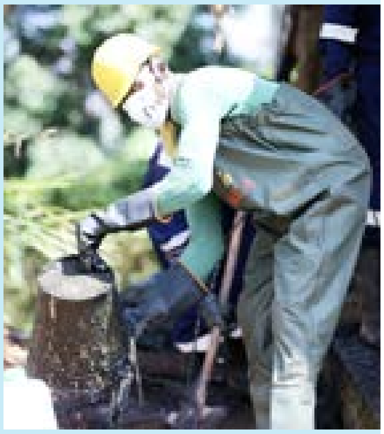
The Kampala Capital City Authority (KCCA) is seeking partnerships with private sector institutions in the execution of city development projects.

While delivering a presentation on the opportunities and challenges of urban planning, Ms. Bernadette Ssanyu (KCCA Manager for Architectural Services) said that there are opportunities for the private sector, in provision of transportation services, waste management, housing, urban farming, activation of economic hubs, among others. She emphasized the need for agriculture to be incorporated into urbanisation.

55% of the world's population lives in urban areas. In Uganda, 68% of the urban population are in the Greater Kampala Metropolitan Area.

Ms. Ssanyu reassured delegates at the Economic Forum that KCCA has planned several interventions to address urbanisation bottlenecks.

The Authority will also construct non-motorised transport corridors in Kampala, to simplify mobility for the proportion of the population that cannot afford to pay for transportation services. Read More ...



Health Insurance Scheme: Healthcare Operating Expenses should remain a Preserve of Government – NSSF

In June 2019, Cabinet approved a National Health Insurance Scheme that will require all adult Ugandans in formal employment to contribute 4% of their wages to the scheme before accessing health services. Employers will be required to contribute 1% of each employee's wage to the scheme.

During the 7th CPA Economic Forum, CPA Patrick Ayota – Deputy Managing Director, NSSF Uganda, provided insights on sustainable health financing in Uganda.

He proposed what he termed as a 'cheaper and more effective' alternative to the proposed National Health Insurance Scheme to improve and strengthen the health sector and see to it that most Ugandans living in rural areas can access affordable and quality healthcare. Read More ... TA

ICPAU Boosts 10th Junior Woodball Championship

For the tenth year running, the Institute of Certified Public Accountants of Uganda (ICPAU) has sponsored the 10th ICPAU Junior Woodball Championship to the tune of UGX 13 Million. ICPAU has supported the Junior championship for the past 10 years.

The 2019 Junior Championship was hosted by Buziga Isamic School on 22 June 2019. There were 62 schools, up from 50 in 2018. Over 700 students from primary and secondary schools across various regions of the country participated. Secondary school students were from Mpoma School, Malongo Baptist High School (Lwengo), Luzira Secondary School, Airforce Secondary School, Kings College Budo and Buziga Islamic S.S, while primary school students were from Nalugala Muslim, Green Acres, Kyazanga Modern Primary School and St. Agnes primary school Entebbe. TA

ICPAU Introduces CPA Scholarship Programme

The Institute of Certified Public Accountants of Uganda (ICPAU) has introduced a scholarship programme for the Certified Public Accountants (CPA) course.

The programme targets under graduate degree holders who either have a First Class or Second Class (Upper Division) Degree. Graduates must be from public or private chartered universities which are accredited by the National Council for Higher Education.

The aim of the scholarship programme is to promote immediate uptake of the CPA course by graduates, so that students acquire the requisite professional skills for the job market in good time.

"There is usually a hiatus between the completion of a Degree Course and enrolment for CPA, sometimes owing to financial constraints. Yet the market demands graduates who either have a professional accountancy qualification or are pursuing one," said CPA Derick Nkajja, the Chief Executive Officer of ICPAU.

Secondly, the Institute has noted that students who embark on the CPA course at a young age perform better and have a longer period to import and implement the skills acquired.

"The scholarship programme will help address this concern as the beneficiaries will be supported to enrol for CPA immediately after completion of their Bachelor's programme," he added.

Eligible applicants must have attained their Bachelor's Degree between 1 October 2018 to 1 March 2019 and beneficiaries are expected to complete the CPA course in two and a half years.

It is envisaged that the scholarships will help to increase the pool of the much needed professional accountants in Uganda and this will help to streamline financial management for improved delivery of services.

The scholarship will cover the cost of registration, study materials and examination fees. TA

ICPAK Elects 23rd Chairperson

CPA Rose Mwaura

The Institute of Certified Public Accountants of Kenya (ICPAK) elected CPA Rose Mwaura as Chairperson, during the 41st AGM on 7 June 2019. CPA Mwaura who takes the reigns from FCPA Julius Mwatu will serve for the period, 2019/21. CPA Mwaura was elected alongside three Council Members: FCPA George Mokua, CPA Risper Olick and CPA Dr. Elizabeth Kalunda.

CPA Rose Mwaura previously served as the vice-chairman of the ICPAK Council, for the period 2017-2018. Her involvement with ICPAK started in 2012 when she joined the Institute. In 2013, she became an active member of the Member Services Committee and was later elected to the ICPAK Council. In 2017, CPA Mwaura was re-elected to the ICPAK Council to serve a second term. In 2018, she was conferred with a Presidential Award of the Order of the Moran of the Burning Spear (MBS) for her contributions to the accounting profession and the nation, as a whole.

CPA Mwaura is a Partner at Deloitte with over 22 years' experience in financial management, accounting, external and internal audit, internal controls, corporate governance, risk management and integrated reporting. She has extensive local and international experience in the private and public sectors. TA

ICPAR elects CPA Dr. Patrick Uwizeye as President

Mkombozi Karake(L) handing over to Dr. Patrick Uwizeye

On the 29 March 2019, at the Institute of Certified Public Accountants of Rwanda (ICPAR) Annual General Meeting, CPA Dr. Patrick Bugabo Uwizeye was elected as President and the Chairman of Governing Council, taking the reins from CPA Bosco Mkombozi Karake, who has been at the helm since 2015.

CPA Dr. Uwizeye will be deputized by CPA Patrick Shyaka Marara who was elected as Vice President. New members of the Governing Council elected include CPA Patrick Gashagaza; CPA Iza Irame; CPA Andrew Nekuse; CPA Moses Nyabanda; and CPA Clarisse Umutoni.

ICPAR members also elected the Disciplinary Commission where CPA Rehema Namutebi was elected the chair of the commission while CPA Christian Mbabazi, CPA Moses Asiimwe and CPA Simeon Khakata were also elected as commission members. CPA Lindsay Hodgson was elected as a member of the inspection commission while CPA Francis Mugisha was nominated as a member of the Curriculum, Professional Education and Examination Commission.

In his acceptance speech, CPA Dr. Uwizeye acknowledged the efforts of his predecessor vowing to building on his achievements and take the institute to greater heights. "CPA Mkombozi and his team have done a wonderful job in steering the institute and the profession in the right direction. The Governing Council and I look forward to build on the achievements registered and deliver on our mandate," CPA Dr. Uwizeye said.

The outgoing President CPA Bosco Mkombozi Karake pointed out that the achievements registered during his presidency were a result of focused teamwork from the Governing Council, Commissions, and various stakeholders that include Development Partners and importantly the Government of Rwanda and the Secretariat. During his tenure, critical areas of his focus included; enhancing ICPAR relevance, developing and implementing a sustainability plan, revamping professional qualifications to meet market needs, rolling out a road map and implement actions for compliance with the Statement of Member Obligation (SMOs), particularly SMO1 that relates to Audit Quality Assurance and working to ensure the institute gets a permanent home among others.

"I am grateful to everyone who contributed to the achievements that we registered as a team, from members of the Governing Council, our secretariat as well as members who were on hand to offer support in various ways. We surely could not have achieved so much without your contributions," CPA Mkombozi said.

The elected Governing Council mandate will run for two years after which they will be up for re-election. They are expected to assume their responsibility after the handover.

www.icparwanda.com TA

Sustainability *for* Uganda's big infrastructural investments

A case for the Isimba Dam

Discussing sustainability of Uganda's big infrastructural projects or investments could be sufficient content for a reasonably big book.

To narrow it down, I will examine the Isimba dam project. I will attempt to highlight some broad issues, and ask questions that might give pointers to what we must look out for when talking about sustainability of big infrastructural investments in the Ugandan context. I will also support my arguments with references. These references might not be entirely academic and empirical, but I'm prepared to engage in any questions or concerns about what I'm documenting here.

Key infrastructural areas that governments worldwide invest heavily in include energy, land use, transportation and waste management among others. The term sustainable infrastructure refers to the designing, building, and operating of structural elements in ways that do not diminish the social, economic and ecological processes required to maintain human equity, diversity, and the functionality of natural systems (CRC Research, n.d).

The economic, social and environmental elements are critical whenever we talk about sustainability. There are hosts of assessment indicators that could be derived in each of these areas of economic, social and environmental dimensions. These dimensions are akin to the triple bottom line (TBL) or 3P's (profits, people and planet), that are becoming common catchwords in both public and private sector today. In fact, many global corporations and even some governments are already taking keen steps along this line.

When we talk about sustainable development, we are considering cornerstones such as economic viability, non-degradation of the environment, social acceptance and appropriateness of the technology and overall investment. Moreover, meeting current needs of the people should not jeopardize the ability of future generations in meeting their needs. Economic capital has to be balanced with natural capital and social capital stocks (FAO, n.d). Perceived economic benefits make more sense if they are coordinated with the people and ecosystems. Certainly, these are far reaching issues that many times do not get the due importance and process that they deserve, with sometimes conflicting interests and objectives that have to be reconciled. The effects of current global warming are gradually opening our eyes to the realities of fighting or endangering Mother Earth.

Well thought-out, properly planned and implemented infrastructural projects generally have various positive effects on the economy and beyond the economy to the people and environment. This is where the sustainability elements of profits, people and planet come in handy. The global minds that came up with these ideas after decades of research are not simply gainsayers, and they have a point. Unfortunately, in many cases leaders intentionally and objectively misinform the largely ignorant public, and only paint the pictures they desire to be portrayed. Occasionally this public betrayal is so dynamic and well packaged that it easily passes for good intentions, real desire for economic growth and development, and even patriotism.

However, sometimes this misinformation is unintended simply because the proponents themselves are clueless and they have lots of grey areas in decoding sustainable development. The understanding of what constitutes public good is another dilemma.

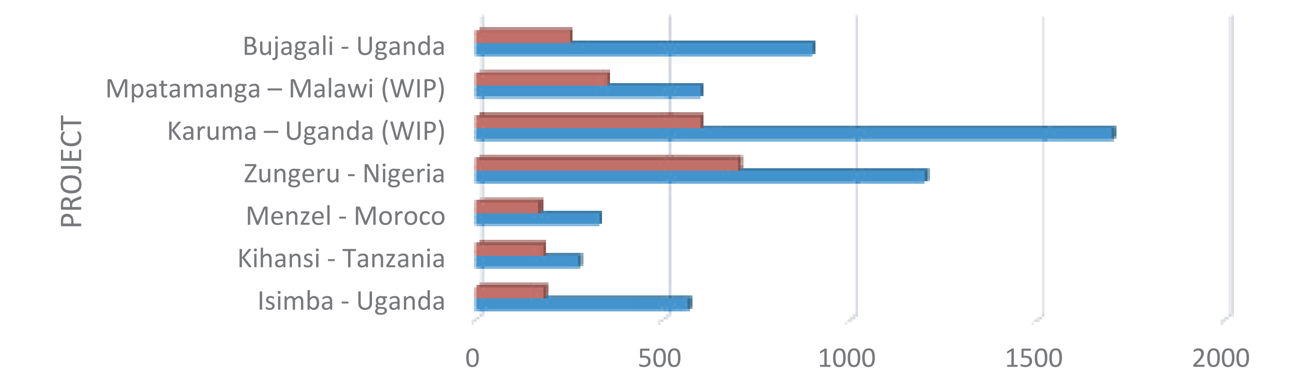
Some questions that we would ask arise. Can we assume that leaders always act genuinely in public interest and with the common good of the people in mind? Do the people, and more importantly decision makers understand the various elements of sustainability enough to objectively critique propositions made for such projects? Are we balancing scientific data with requisite non-scientific data while assessing sustainability of infrastructural investments? Can we guarantee objectivity and sanity at both the executive and legislative decision making levels when it comes to such heavy investments, very costly to the economy and people, which are made in the name of economic growth and development? Do we understand that economic growth does not automatically guarantee economic development? Can we tell whether such investments make sense or are simply sheer waste of public resources to achieve political agenda and personal ego of a few?

Let's now take a casual glance at Isimba Dam investment (Isimbada.com; VOA News.com). This $568m investment in energy infrastructure, 85% funded by the Chinese and 15% by the Uganda government, has a capacity of 183 MW. We have the Nalubale & Bujagali dams both on the Nile, and then comes Isimba just about 44km north of Bujagali hence already raising questions by environmentalists about several issues, and you cannot blame them as they are entitled to their expert opinion. Accusations by certain local and international stakeholders indicate that the government defaulted on the Kalagala Indemnity Agreement became apparent. The World Bank was accused of ignoring serious concerns, hinged on the fact that they were not involved in financing, etc. Moreover some people argued that minor adjustments requested in the height of the dam to reduce very adverse environmental impact, were ignored. Who can confirm these?

On the cost-benefit side, some rational folks including analysts and mathematical minds would simply dismiss the investment as outrageous with the below table which I have put together for comparison.

Project	Cost	Capacity	Ratio of cost per MW	Source of information
Isimba - Uganda	$568m	183 MW	$3.10m/MW	https://constructionreviewonline.com/2019/03/us-567-7-million-isimba-hydropower-dam-in-uganda-commissioned/
Kihansi - Tanzania	$275m	180 MW	$1.52M/MW	https://www.power-technology.com/projects/lower-kihansi-hydropower/
Menzel - Moroco	$331m	170 MW	$1.94m/MW	https://www.afdb.org/fileadmin/uploads/afdb/Documents/Environmental-and-Social-Assessments/EESS-Renouvelable%20et%20PERG-Resume_English.pdf
Zungeru - Nigeria	$1.2bn	700 MW	$1.71m/MW	https://constructionreviewonline.com/2017/08/nigerias-zungeru-hydroelectric-power-plant-47-complete/
Karuma – Uganda (Work In Progress)	$1.7bn	600 MW	$2.83m/MW	https://uegcl.com/business-operations/projects/karuma-hydro-power-project.html
Mpatamanga – Malawi (Work In Progress)	$600m	350 MW	$1.74m/MW	http://projects.worldbank.org/P165704?lang=en
Bujagali - Uganda	$900m	250 MW	$3.6M/MW	https://www.hydroworld.com/articles/hr/print/volume-37/issue-5/articles/africa-market-brief.html

COST-CAPACITY ANALYSIS



	Isimba - Uganda	Kihansi - Tanzania	Menzel - Moroco	Zungeru - Nigeria	Karuma – Uganda (WIP)	Mpatamanga – Malawi (WIP)	Bujagali - Uganda
Capacity	183	180	170	700	600	350	250
Cost	568	275	331	1200	1700	600	900

COST/CAPACITY ($/MW)

Capacity Cost

On this cost comparison however, never be surprised (in our Ugandan context) to find decision makers and implementers easily explaining away such huge costs variances with factors such as local economic issues, economies of scale, inflation, geographical contexts, location, structural challenges etc. Sometimes you need to be dumb or opaque to wholly accept those explanations.

So, when assessing sustainability of Isimba, did Uganda really get value for money? Does it pass the economic sustainability test in other parameters? There were reports that Isimba produced the cheapest power per unit in East Africa; is this real? Did our legislators do critical analysis before endorsing this deal? Regarding the Kalagala Indemnity Agreement, did the government really ignore the sustainability and environmental clauses there, or we simply had very enthusiastic environmental activists promoting falsehood yet with the interest of economic sabotage, as they are sometimes branded? On the above comparative cost analysis, were there real issues driving the costs so abnormally, or is it just one of those cases of silent and unreported corruption in Ugandan? Do our leaders understand the dynamics amongst the technocrats documenting these projects?

Of course, Isimba improved Uganda's power generation to 1,137MW with that 183 MW addition. It is argued that despite the apparent power surplus as at 2018, the 10% annual growth rate in demand would reverse this scenario in the mid-term (UETCL, n.d). In light of just 19% electrification rate with installed capacity of circa 860MW as at 2016, moreover with the crave for industrialization and economic growth, the push for circa 1,700-1800 MW by 2020 could indeed trigger panic decisions to act in domestic interest, as both Kenya and Tanzania appear to be ahead of Uganda in terms of capacity. Whether Ugandans like this approach to addressing our power sector strategic mistakes or not, and will make the best use of this power in economic (GDP) interest, is another matter altogether.

Unfortunately, I have to make a quick conclusion now and abandon other related issues, as I have seriously overrun my word count already.

With every good wish,

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Cybersecurity: Safeguarding data

He posted a WhatsApp message to a lady friend: "Here is the company's payroll. Treat as confidential. Love you!"

The lady immediately forwarded to another friend. "These guys are ripping us off. Ugx 50m net for one person monthly. We went to the wrong schools. The payroll attached may make you dizzy, read while seated. Xoxo."

Within a month, the payroll, one of the documents classified as "confidential" was a subject of an article in an online publication. All payroll details were now available in the public domain.

The discontent that story spread through this organization started a snowball of resignations that they are still trying to recover from. It created an even wider gap between top management and the lower ranks.

And that organization has learnt the value of cyber security.

Although cyber-crimes come in many forms and schemes, all attack vectors are based on one idea: accessing and abusing organizational data.

For that reason, cybersecurity objectives focus on three things summarized as CIA – Confidentiality (no disclosure of confidential or privileged data), Integrity (no modifications or changes to company data and information) and Availability (ensure 100% system up-time).

What is data?

All reports, facts, records, and details on your phone, computer and company server is data – the most valuable resource. Do you use a company computer on which you have configured your cloud email (xx@gmail.com, etc)? In the normal course of your work, you will access the internet and open social media accounts like Facebook, LinkedIn, and Twitter. You will post your personal information like mobile phone, date of birth, location and type of computer or phone you use.

You will access your Institute of Certified Public Accountants of Uganda (ICPAU) member portal and update personal records such as email and mobile phone. And then log into company systems including core banking application, from which you may export sensitive client records as part of your reporting requirements from the core system and save on your computer hard drive in csv file or MS Excel. In over a year or two, you will have a lot of personal and company information on your computer and mobile phone.

At the central bank level, the core banking application in use contains detailed confidential data about different financial institutions and accounts of different companies and individuals. This data is extremely confidential. The National Social Security Fund system holds data about working-class Ugandan savers including date of birth, place of work, salary amount and next of kin of different individuals – data that must be kept in strict confidence. At the National Identification and Registration Authority (NIRA), the national database has all personal details about all registered Ugandan nationals including contact details and location details. If one accessed the database of NIRA, they could map out who lives in which house! That could have a huge impact on national security integrity.

> "As a CFO or accountant, you must read and understand the Data Protection and Privacy Act, 2019 to ensure compliance enterprise through investing in appropriate technologies to protect the data."

At a law firm, they keep details of different clients, case facts and testimonials – which could make or break a case. Most importantly, they process the clients' wills and keep a record knowingly or unknowingly in their computers. Such records in the hands of wrong people could be a disaster. And you have seen a proliferation of so many clinics, pharmacies, and hospitals. The medical information systems keep very sensitive personal data – medical records of clients. If one gained access to a given Institution's database with say email and phone contacts of customers, it is sold at an auction on the black market on the deep web or dark web, depending on the country or value attached to the data. A NIRA database dump could attract as much as US $20m, depending on the confirmed accuracy of the database. A small bank's database could not qualify for an auction, but it could fetch US $200,000 on a black market on the normal web by the cyber syndicate groups.

These could later use the information for espionage (to breach national security in case a government institution was hacked into) or sending phishing and spam emails for online marketers and hackers. As an Accountant or Chief Financial Officer (CFO), you must attach value to your data so that you justify the case for securing it.

The Data Protection and Privacy Act, 2019 laws of Uganda

Daily, an average company collects, stores, processes and analyses lots of data into information. The competitor would like to gain access to such information and if they did, it could lead to the demise of your entity. To this end, on the 25th of February 2019, the President of the Republic of Uganda assented to the Data Protection and Privacy Act, 2019. This law requires under section 3, 1 (g) that a data collector, processor or controller or any person who collects, processes, holds or uses personal data should "observe security safeguards in respect of the data." Section 20 of the same Act provides for security of collected data, thus "a data controller, data collector or data processor shall secure the integrity of personal data in the possession or control of a data controller, data processor or data collector by adopting appropriate, reasonable, technical and organisational measures to prevent loss, damage, or unauthorised destruction and unlawful access to or unauthorised processing of the personal data."

As a CFO or accountant, you must read and understand the Data Protection and Privacy Act, 2019 to ensure compliance enterprise through investing in appropriate technologies to protect the data.

How to secure data

As a CFO, you are the custodian of the company assets. The finance team keeps the enterprise asset register. Data in the computer systems is one of the key tangible assets for any business. The asset register details both physical and digital assets with the objective of effective management over the asset's life cycle. For physical assets, the CFO keeps the asset register up to date with respect to the asset user, department, unique asset number, date of purchase, cost, depreciation rate, and net present value. The value of digital assets, on the other hand, keeps on appreciating and a strategic CFO takes a proactive approach to manage the digital assets register well to play a bigger role in business transformation.

When it comes to asset management to deliver the corporate strategy, an average CFO focuses on the physical assets register. A CFO of the future puts more attention on the digital asset register, which includes key application systems and data that is the lifeblood of the business. One of the areas of focus is investing in the right threat intelligence and cybersecurity capabilities to anticipate and manage threats to the entities' digital assets.

Whereas a traditional CFO is preoccupied with: the electric fence around the company perimeter walls, security guards, tagging physical assets, CCTV camera installation and asset depreciation computations, the CFO of the future puts more focus on enterprise Business Impact Analysis (BIA) to classify and rank assets based on criticality and rationalize security spending decisions. Once critical assets are ranked, strong security controls can then be applied using the approach of defense in depth – keep the critical resources furthest from danger!

To secure confidential data and avoid potential legal liabilities arising from Data Privacy and Protection Act 2019 breaches, the finance team must champion three interventions – real-time threat intelligence, user training, and cyber forensics assurance.

One of the recommended enterprise security practices is real-time threat intelligence and monitoring – a 360 degrees visibility of the entire network, databases and resources. You want to know which traffic hits your network security devices in terms of origin, intention, and frequency, among others. It is like checking your security camera at home to see who came to your main gate and peeped inside and left. Such information is critical to profile possible threats to your home.

CFOs must work closely with ICT security officers to implement threat and business intelligence solutions in real time including providing notifications when someone tries to access critical database tables at odd hours.

As they say, the only patch to human stupidity is education. All users must be continuously trained about basic security hygiene practices like the use of secure passwords that are more than ten characters long.

No system is breach-proof. Management must have confidence that in case a cyber incident occurred, there are tools and technology to investigate the matter from inception to disposition by identifying culprits and holding them to account. This calls for advanced cyber forensics. Live back-up of firewall logs, active directory logs and database logs in real time to an exclusive off-site location that is not accessible by the internal IT staff is critical. The finance department must make cybersecurity management a priority in the budget.

This delivers more value in the long run. TA

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The Revised and Restructured

Every accountant should read the revised code of ethics

The International Code of Ethics for Professional Accountants (the Code) is the culmination of extensive research and global stakeholder consultation. The Code, which came into effect on 15 June, 2019 brings together substantive revisions to ethics and independence provisions and clarifies how professional accountants should apply the conceptual framework to comply with the fundamental principles of ethics, and where applicable, be independent. The Code brings together key ethics advances over the past four years, including the Non-compliance with Laws and Regulations (NOCLAR) and long association provisions and includes an enhanced conceptual framework and the International Independence Standards.

Key revisions of the new Code

Significant enhancements to Conceptual Framework

The Conceptual Framework has been enhanced to assist professional accountants in complying with the fundamental principles and meeting their responsibility to act in the public interest. The enhanced framework specifies an approach for a professional accountant to;

- Identify threats that are not at acceptable level. These must be addressed in one of three ways:
  - ✓ Eliminate circumstances creating the threats
  - ✓ Apply safeguards
  - ✓ Decline or end the specific professional activity/ service.
- Align safeguards to identified threats in compliance with the fundamental principles.
- New requirement to 'step back' in forming overall conclusion.

There is an emphasis that if threats cannot be addressed, the professional accountant must decline or end the specific professional activity.

Stronger independence provisions

The Code includes stronger independence provisions regarding long association of personnel with audit clients. Although an understanding of an audit client and its environment is fundamental to audit quality, a familiarity threat may be created as a result of an individual's long association as a member of the audit team, with the audit client and its operations or its senior management.

Under this new Code, an individual shall not act as the engagement partner, engagement quality control reviewer or key audit partner in respect of public interest entities for a period of more than seven cumulative years (the 'time-on' period). After the 'time-on' period, the individual is required to serve a 'cooling- off' period of;

- five consecutive years for the engagement partner
- three consecutive years for engagement quality control reviewer
- two consecutive years for key audit partner

Non-compliance with Laws and Regulation (NOCLAR)

NOCLAR refers to any act of omission or commission, intentional or unintentional, committed by a client or employer, or those charged with governance (TCWG), by management or by other individuals working for or under the direction of a client or employer which is contrary to the prevailing laws or regulations. Professional Accountants are required to;

- Raise the identified or suspected NOCLAR with management/ TCWG in order to clarify their understanding of the matter to substantiate/ dispel their concerns and to enable management/ TCWG to investigate it. They should also advise management/ TCWG to address the consequences, deter the NOCLAR or disclose the matter to an appropriate authority where required by law or regulation or where necessary in the public interest.
- Understand and comply with applicable laws and regulations, including requirements regarding reporting to an appropriate authority.
- Disclose the matter to an appropriate authority if imminent breach of a law or regulation would cause substantial harm to stakeholders.
- Communicate the matter appropriately in the context of a group.

Enhanced description of inducements

Enhanced description of inducements and how they create threats to compliance with the fundamental principles of professional accountants. Offering or accepting inducements might create a self-interest, familiarity or intimidation threat, particularly to the principles of integrity, objectivity and professional behavior. The revised code resets expectations of professional accountants regarding inducements. The revised code sets out a comprehensive framework that more clearly delineates the boundaries of acceptable inducements, and guides the behavior and actions of professional accountants in situations involving inducements. Inducements motivate behavior but some inducements can be a powerful incentive to unethical behavior. The revised code therefore prohibits the offering or accepting of inducements where there is actual or perceived intent to properly influence the behavior of the recipient or of another individual. Inducements may take many different forms, for example, gifts, hospitality, entertainment, political or charitable donations, appeals to friendship or loyalty, employment or other commercial opportunities and preferential treatment, rights or privileges.

Professional judgment and professional skepticism

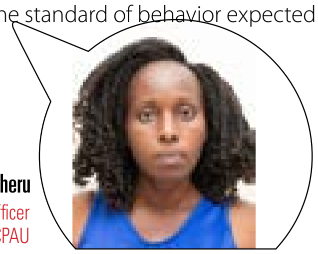
The revised Code includes new guidance to emphasize the importance of understanding facts and circumstances when exercising professional judgment and professional skepticism. When applying the conceptual framework, the professional accountant shall:

- Exercise professional judgment which involves the application of relevant training, professional knowledge, skills and experience commensurate with the facts and circumstances, including the nature and scope of the particular professional activities, and the interests and relationships involved.
- Remain alert for new information and to changes in facts and circumstances
- Use the reasonable and informed third party test. This refers to a consideration by the professional accountant about whether the same conclusions would likely be reached by another party, who weighs all the relevant facts and circumstances that the accountant knows, or could reasonably be expected to know, at the time the conclusions are made.

Compliance with the fundamental principles

New guidance is provided to explain how compliance with the fundamental principles supports the exercise of professional skepticism in an audit or other assurance engagements. In the audit of financial statements, compliance with the fundamental principles, individually and collectively, supports the exercise of professional skepticism. For example, compliance with the principle of professional competence and due care requires the auditor to design and perform appropriate audit procedures for the engagement at hand and then critically assess whether the audit evidence is sufficient and appropriate in the circumstances.

The new code, which has been completely rewritten in a more user- friendly design that is easier to navigate, use and enforce can be accessed via https://www.ethicsboard.org/revised-and-restructured-code-ethics. All professional accountants should read this code because it establishes the standard of behavior expected of professional accountants. TA



Elizabeth Kaheru
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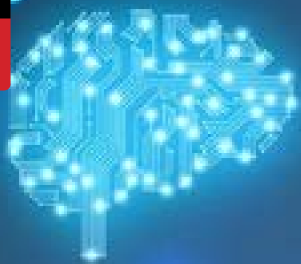


Artificial intelligence (AI) *and* the future of accountancy

You have probably heard of Sofia, the humanoid. Many would have had the opportunity to meet her at the 2nd Africa Blockchain Conference held in Kampala recently but recent Ebola reports scared her handlers into cancelling their appearance. Eventually, they settled for a video conference, leaving many attendees disappointed.

Sophia is a big deal. She is the epitome of Artificial Intelligence (AI) that is increasingly playing a key role in our lives today and will become increasingly important in the future.

In basic terms, AI technology is intelligent machines that are able to complete repetitive, routine tasks at a fraction of the time it takes humans and with greater accuracy. This now allows AI platforms to observe, analyze and self-learn data and processes to improve its performance and accuracy over time.

AI – Long-Term Vision

In the coming decades, intelligent systems will take over more and more decision-making tasks from humans. This being driven by the fact that decision making is becoming more and more Data based as opposed to subjectivity and emotion. While accountants have been using technology for many years to improve what they do and deliver more value to businesses, this is an opportunity to reimagine and radically improve the quality of business and investment decisions – which is the ultimate purpose of the accounting profession.

AI Technology

Artificial intelligence (AI) systems can be very powerful and are improving quickly. They provide outputs that can be extremely accurate, replacing and, in some cases, far superseding human efforts. However, they do not replicate human intelligence. We need to recognize the strengths and limits of this different form of intelligence, and build understanding of the best ways for humans and computers to work together.

> AI is just another tool in the auditor's belt of Computer Assisted Auditing Tools and Techniques (CAATTs). Instead of sampling data, auditors can push an entity's entire ledger through automated analysis.

AI and accountancy

Although AI techniques such as machine learning are not new, and the pace of change is fast, widespread adoption in business and accounting is still in early stages. In order to build a positive vision of the future, we need to develop a deep understanding of how AI can solve accounting and business problems, the practical challenges and the skills accountants need to work alongside intelligent systems.

Focus on Purpose

Accountants want to help organisations and economies work better by giving good advice and making good decisions. After all, accounting is not an end in itself. All the activities associated with accounting ultimately aim to help people make good decisions about the allocation of resources, and hold others to account for their decisions.

Exploiting Powerful Technologies

Other areas of technology will interact with AI and have a significant impact on business in the future, like blockchain or quantum computing. In addition, the pace of change in capabilities can be very fast, and the nature of learning-based and data-driven systems enable continual improvement.

Thinking Radically

In doing this, the accounting profession also needs to be open to more profound change and avoid just defending or incrementally improving the status quo. Where AI enables greater insight from data, it helps human experts make better decisions and provide better advice.

Be Adaptable

It is impossible to predict the extent to which computers will replace human decision-making over the next 20 to 30 years. There is a much broader context and the long-term future of accountancy will ultimately reflect how we, as humans, see and shape our relationship with powerful systems.

Roles and Skills

Accounting roles are already changing in response to new capabilities in data analytics. Indeed, accountants are well placed to work effectively with data analytics, as they combine high levels of numeracy with strong business awareness. Some roles will continue to emphasise technical accounting expertise and human judgement to deal with difficult and new cases.

Institutional Issues

Accounting has a wider institutional context, and regulators and standard setters also need to build their understanding of the application of AI and be comfortable with any associated risks. Without this institutional support, it is not possible to achieve change in areas such as audit or financial reporting.

Why Accountants Need To Embrace Artificial Intelligence

There is a high potential for AI to provide augmented analyses to auditors. Note that I did not say that it would replace auditors – AI is just another tool in the auditor's belt of Computer Assisted Auditing Tools and Techniques (CAATTs). Instead of sampling data, auditors can push an entity's entire ledger through automated analysis.

AI Implications for Management Accountants

The implications of AI for management accountants and other professional accountants working in business and government is even greater than it is for auditors. In addition to AI being applied within finance, it may also be applied in other parts of the organization and management accountants must ensure that there are proper governance and internal controls applied to machine learning throughout the organization.

Is Artificial Intelligence Set To Replace Accountants In The Future?

This AI revolution is not expected to slow down anytime soon. In fact, experts anticipate that as many as 800 million jobs could be replaced with AI technology by the year 2030. Initially, AI technology and automation in the workplace seemed to only affect pink and blue-collar workers. As this technology advances and becomes more powerful, professional, white-collar workers, including accountants, are starting to worry about what the future holds for their career and if AI will make their job obsolete.

AI in Accounting

AI technology is already able to handle many accounting functions, such as tax preparation, payroll, and audits. Many of the leading accounting software providers, including Xero, Intuit and Sage have incorporated AI technology into their software to handle basic accounting tasks, such as bank reconciliations, invoice categorization, risk assessment, and audit processes, like expense submissions and invoice payments. ***Many of the traditional bookkeeping tasks such as Accounts payable and receivable are already being performed by AI.*** AI handles much of the work involved in initiating payments and matching purchase orders. ***The Automated data entry and categorization done by AI can help accountants more quickly analyze broad financial trends.***

AI Will transform not Replace Accountants

While there is no doubt that AI technology is capable of handling many standard accounting tasks faster and more efficiently or that these capabilities will only increase over time, it does not mean the end for accountants. There always will be a need for that human element - human intelligence - at the other end of AI technology. In fact, AI is set to create more jobs than it will replace, leaving workers, including accountants with options.

There always will be a need for that human element - human intelligence - at the other end of AI technology. In fact, AI is set to create more jobs than it will replace, leaving workers, including accountants with options.

Preparing for the Future

There is no way to escape the use of AI technology, at least not if you hope to remain competitive in the upcoming years. Accountants will have to leave behind long-held traditions. The speed, efficiency and accuracy of AI technology just cannot be beaten. The only thing accountants can do is to embrace this new technology and learn how to maximize its use. The better equipped you are to help your clients integrate and utilize AI technology in their accounting processes, the more valuable you will be. An Accountant's role as an advisor is much more important than the role of a super computer. This can allow accountants to spend more time in business-management roles strengthening client relationships and supporting the business strategy.

CPA Charles Ndyabahika
Senior Principal Auditor,
Bank of Uganda

Management

in the Corporate World

She stretched her neck for the umpteenth time that morning. Clare Namate's shoulder muscles were tense but she did not know it had to do with the report her supervisor was breathing down her neck to deliver.

"Must be this bad chair," she muttered under her breath.

When the shoulder ache persisted, she visited the clinic and after a series of questions, the doctor told her she had the symptoms of a person who is stressed.

Stress is a complex series of reactions, both psychological and physical, in response to demanding or threatening situations. Job stress can be defined as the harmful physical and emotional responses that occur when the demands of the job exceed the capabilities, needs or resources of the worker. Workplace stress can also be referred to as burn-out.

The World Health Organization defines burn-out as a syndrome resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions, namely; feelings of exhaustion, increased mental detachment from one's job or feelings of negativism or cynicism related to one's job, and reduced professional efficacy.

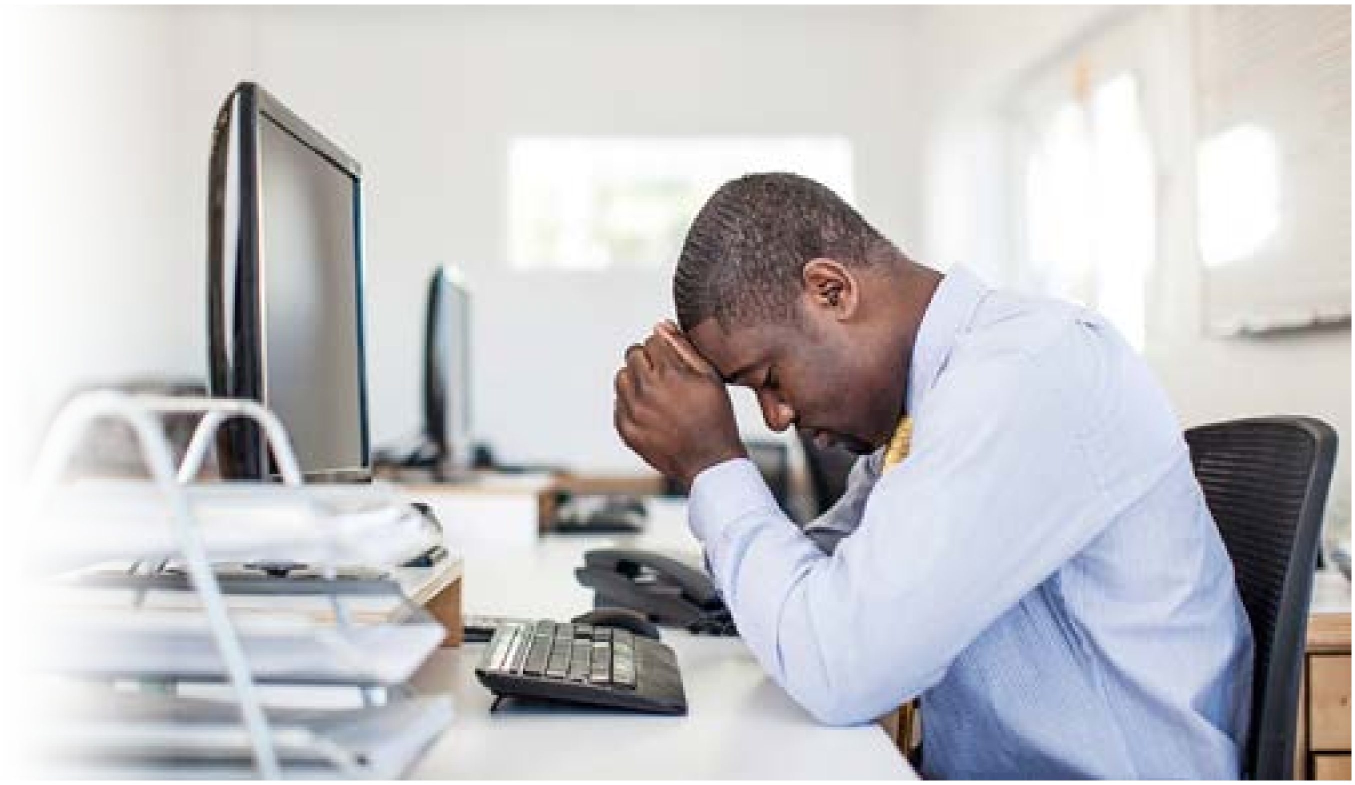
The incidence of stress among corporate workers is on the rise, thus making its management an urgent strategy for many corporate companies. In the corporate world, being under stress can serve as a useful motivator to perform, provided it is in the right degree and does not lead to job strain. Research has discovered that once stress reaches mid to high level, productivity remarkably drops.

Even though statistics for Sub-Saharan Africa are not readily available, statistics from other regions paint a picture of the damage workplace stress can do. For instance, a 2017 workplace survey done in the UK indicated that the total number of cases of workplace stress, depression or anxiety was 526,000 cases, a prevalence rate of 1,610 per 100,000 workers.

The total number of working days lost due to this condition in 2016/17 was 12.5 million days. This equated to an average of 23.8 days lost per case.

In 2016/17, stress, depression or anxiety accounted for 40% of all work-related ill health cases and 49% of all working days lost due to ill health.

The main workplace stressors were the heavy workload, stringent deadlines, more responsibility and a lack of managerial support.



Prolonged and unhealthy job stress has several effects on workers in the corporate world, some of which include;

Absenteeism:

While employees are expected to take some days off duty each year, the intentional absence from work equates to decreased productivity and other effects on the company.

Presenteeism:

This is the phenomenon of employees coming to work yet not functioning up to required capabilities. It manifests in a host of ways, some of which include; making mistakes, more time spent on tasks, poor quality work, impaired social functioning, anger, resentment, low morale and other detrimental factors.

Stress can also lower the immune system and play a role in a person's susceptibility to colds, flu and other infectious diseases. Additionally, people who are stressed are more likely to experience pain-related conditions, and a host of other ailments such as chest tightness and fatigue.

Psychologically, the major signs and symptoms that workers are experiencing mental duress include poor concentration, job dissatisfaction, short temper or irritability and low morale. Stressed workers have an elevated risk of mental health problems, ranging from anxiety, substance abuse, the most significant being depression. Some workers engage in unhealthy coping habits such as gambling, smoking and alcoholism.

The top stressors or causes of stress at the corporate workplace can be looked at through two; factors unique to the job and individual factors.

Factors unique to the job may include – low salaries, workload (overload or under load), lack of opportunity for growth and advancement, and unrealistic job expectations. Additionally, lack of participation in decision-making, ineffective management style and unpleasant work environments lead to stress at the workplace.

The individual factors include – poor quality of interpersonal relationships, tendency to put high expectations on self, excessive compulsiveness and perfectionism, among others.

Work stress has enormous effects on the workers and this cuts across several institutions. The risks of job stress, however, can be reduced through smart and strategic action. This involves a dual approach which entails organizational changes and also encouraging individuals to learn to manage their stress, no matter the source.

How organisations can combat stress

- Employers need to ensure that workloads are in line with workers' capabilities and resources. They should clearly define workers' roles and responsibilities and give workers opportunities to participate in decisions and actions affecting their jobs.
- Employers should design jobs to provide meaning, stimulation and opportunities for workers to use their skills so that workers to not feel insufficient
- Institutions should provide Employee Assistance Programs such as counseling to help employees develop and reinforce the behavioral coping skills to deal with work stress.
- Employers also need to offer a range of wellness programmes such as exercise and relaxation activities which help lower the stress response in the body and improve the wellbeing of workers. Scheduling stress management workshops to educate employees about the sources of stress, effects on their health and how they can reduce stress can also be effective.

- Establish work schedules that are compatible with demands and responsibilities outside the job and offer supportive services that can help reduce stress; this can be in form of allowing workers to start or end the workday earlier or later, especially for working parents.

What individuals can do

- Keep time. Schedule and prioritize your activities to avoid getting overwhelmed with work and failing to meet deadlines.
- Seek social support in case you are strained by either work or other stressors which may affect your level of productivity.
- Take leave on schedule, take good care of yourself and indulge in hobbies to beat stress.

- Focus on the present and stop ruminating. Speak up and assert yourself while communicating.

Stress at the workplace is an occupational hazard that needs to be dealt with by sensitizing both employers and employees. This will help in creating and improving the level of insight in regard to stress and its management among the working population. TA

Maurice Osire Tukei
Clinical Psychologist,
International Hospital Kampala

TECHNOLOGY and the Accountant

A couple of weeks ago, a guest at our offices asked an intriguing question. "You guys are promoting accountancy, but with the rapid advancements in technology, where are all these accountants going to get jobs?" he inquired. "As a cost cutting measure, organisations are trimming accounting departments in favour of machines," he observed.

In the recent years, advancements in technology have taken quite a drastic turn. The onset of blockchain technologies, data analytics, robotics and artificial intelligence, among others, have caused quite a stir, globally, and many professionals are beginning to mull over the relevance of human intelligence.

However, whereas technology can automate a whole range of procedures, there are tasks that computers cannot perform. They cannot analyse financial statements and make recommendations for decision making by management or the Directors. And this is where the accountant's role becomes pivotal.

Many will be thrilled to learn that the upside to the rapid technological advancements outweighs the downside. Many accounting processes such as data entry and data processing will be computerized, as technology will eliminate a significant amount of clerical work.

This means that the accountant will have more time to provide more value-adding services to their clients and organization. Additionally, technology will increase the accountant's access to timely and relevant information. As a result, the accountant will be able to provide more strategic analysis and truly become the trusted business advisor.

A number of audit firms are already experimenting with tools like artificial intelligence and data analytics. Historically, audit was conducted on a sample basis because there was no way to test all the numerous transactions executed. With technology, auditors are able to perform 100% testing and design or input parameters into the technology, and test all sorts of interesting things that they were previously unable to do. This alone is making audit work very exciting for a number of firms.

Some firms have been implementing drone technology. As part of the audit process, auditors have to observe inventory counting at the end of every year. For instance, an auditor walks into a cement factory and they are supposed to conduct counting at large warehouses with huge quantities of cement and other material, which can be very laborious. In comes the drone. The drone is sent into the warehouse and it takes a video or images of the inventory. Equipped with barcode or QR code scanners, the drones can enable 100% counting of the inventory. Some of the drones have infra-red technology and imaging functionality so they enable the auditor look inside the bags or boxes without opening them. The use of drone technology is thorough because the auditor has a complete view of the entire exercise, at a faster speed and with more accurate information.

Here's what the accountant should do to ready themselves for Technology Advancements

 # 1 Accountants need to become **more tech-aware.** They need to take an active interest and learn how to interact with these technologies so that they can use them to provide the value that is required of them.

 # 2 Accountants are going to have to **develop their critical thinking and analytical skills,** because this is the edge that the accountant has over the technology.

 # 3 They must **improve communication and business awareness skills, especially the ability to interact and persuade.** The accountant needs to acquire soft skills, because he/she is going to move away from the desk to the boardroom or out there interacting with marketers, operations, customers. This is because technology will make the accountant the repository of information which is required by other team members to make certain decisions.

As the regulator for the accountancy profession in Uganda, the Institute of Certified Public Accountants of Uganda (ICPAU) is incorporating technology into the Continuing Professional Development Programme. Within the ICPAU work plan resources are being developed, for example guidance papers, expert commentaries and tools kits for dealing with cybersecurity, artificial intelligence, blockchain technologies, robotics and data analytics.

In conclusion, therefore, to answer our guest's question, the accountant of the future is not a number cruncher nor necessarily one who can compute difficult equations and apply standards. The accountant of the future is one who is able to use the information and processing power available to him and advise relevant stakeholders of the implications of that data, and help the organisation make the right decisions. That is a very exciting future for the accountancy profession. TA

CPA Mark Omona
Director-Standards & Regulations
ICPAU

Sustaining Uganda Airlines An Accountant's Perspective

The euphoria around the re-birth of Uganda Airlines can be felt in nearly every periphery of Uganda. With two new aircraft already in the country, maiden commercial flights are slated for June 2019.

On the flip side, some aviation pundits have expressed skepticism regarding the sustainability of the Airline, based on previous pitfalls.

A national airline is ideal for Uganda. Its contribution to the economy cannot be overstated as it opens doors for several revenue streams. These include air navigation and airport charges levied by the Civil Aviation Authority, income for catering service providers, and business for tour operators and travel agents. It will increase traffic to hotels especially around Entebbe and create more employment opportunities for Ugandans. There will be a substantial boost to tourism due to the direct routes to Uganda. Over the years, tourism numbers have not risen to precedented numbers, partly owing to the absence of a national carrier. The cost and inconvenience of having to change several flights in order to arrive in Uganda is a deterrent. The re-birth of Uganda Airlines, therefore, is welcome.

So what should the management of the Airline do to ensure the sustainability of this goldmine?

1. Recruit Professionals: Job positions should be advertised openly and offered to competent candidates. Recruitment policies for specific professionals should be adhered to. For example, accountants should have professional accountancy qualifications, such as the Certified Public Accountants (CPA). Heads of Finance and audit should be members of the Institute of Certified Public Accountants of Uganda (ICPAU), in tandem with the Accountant's Act Section 34 (2).

2. **Manage Costs:** Bankruptcy and corruption are the major issues that plagued the defunct Uganda Airlines. Therefore, belt tightening and ring fencing should be applied.

- **Ground Handling:** Uganda Airlines must be allowed to self-handle rather than be handled by private operators. Ground handling costs are the heftiest in the airline business, therefore if empowered to self-handle, a substantial cost will be saved. Ground handling also avails additional income generating opportunities if the airline provides handling services for other operators.

- **The aircraft hangar:** The national airline must have its own aircraft hangar, to enable routine maintenance checks. This saves exorbitant costs incurred in contracting external service providers. The old hanger for the defunct Uganda Airlines should be refurbished or a new one constructed.

- **Use the Leasing Model to Acquire Aircraft:** Whereas Uganda Airlines has purchased the CRJ-900 Bombardiers for regional flights and plans are underway to purchase larger Airbus aircraft, this does not adequately position the airline to counter competition from the already established airlines plying long-haul routes. Traffic is highest along routes to business destinations like Dubai and South Africa. Therefore, smaller aircraft become less viable, as cargo must either be shipped or placed on alternative airplanes. This creates unnecessary delays for the business folk who love to fly with their cargo.

  Uganda Airlines should consider leasing rather than purchasing the larger aircraft, because leasing is a more cost effective option. In the aviation business, it is commonly said, "why purchase an aircraft when you can lease one?" If a leased plane becomes problematic you can return it and get another one from the same leasing company or other operators. What happens if a purchased plane develops a major problem that requires say a D-Check? The cost may become unbearable.

  Right from the onset, we must think beyond Rwanda, Kenya, Juba and Burundi routes and do a proper route cost analysis to guide decision making. We must invest in the high traffic routes, through a cost effective model.

- **Establish in-house Catering:** This will have a trickle-down effect, as income will be ploughed back to support Uganda's agricultural sector and save on the operating costs.

3. **Invest Substantially in training:** Training for pilots, cabin crew and ground staff is costly but a worthwhile investment, to ensure competence and reinforce confidence in safety standards.

4. **Minimise Government Interference:** One of the setbacks that the previous airline encountered was insufficient cash flow. This was exacerbated by, among others, government officials who travelled on credit but did not fulfill their obligations to clear payment on time. Tickets for all travelers must be purchased in cash or by credit card, and not on credit.

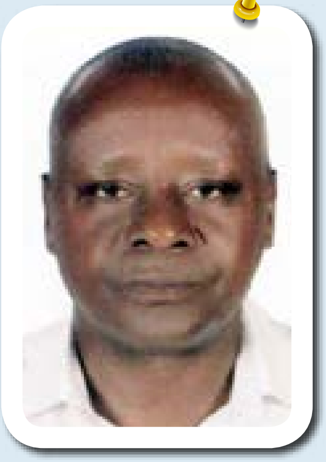
5. **Plan for Domestic Flights:** The airline should plan for smaller aircraft like a 15-25 seater aircraft to facilitate travel to Uganda's numerous tourism destinations, and tap into the business potential in the oil rich Hoima. TA

CPA Dr. Protazio Begumisa
Immediate Past President
of ICPAU

Executive Appointments (January-August 2019)

CPA Dr. Twaha Kaawaase
Appointed First Deputy Prime Minister in the Kingdom of Buganda

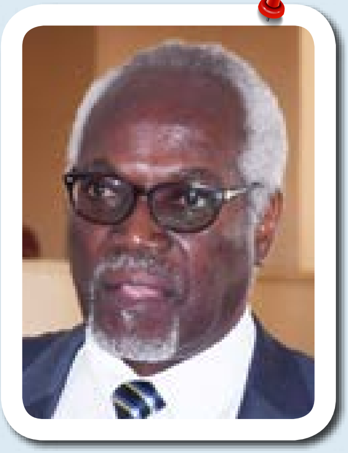
CPA Paul Muwanga
Appointed CEO of Excel Insurance Company



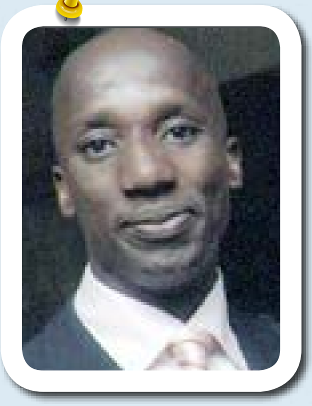
CPA Julius Ishungisa
Appointed Chairperson of PPDA Board

CPA Benson Ndungu
Appointed CEO of KPMG East Africa

CPA Hadija Nannyomo
Appointed Partner at Ersnt & Young

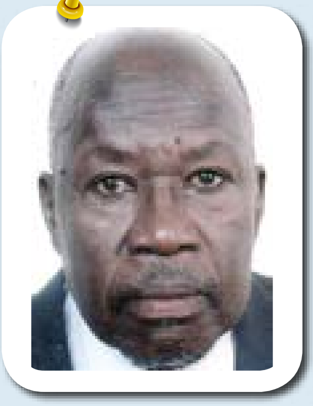


CPA Joseph M. Basalirwa Baliddawa
Appointed to the CIPLA Board of Directors as a Non-Executive Director



CPA Charles Hamya
Appointed to Uganda Airlines Board

CPA Godfrey Ssemugooma
Appointed to Uganda Airlines Board



1st ICPAU President CPA George William Egaddu
Appointed Chairman Board of Directors of Bank of Africa Uganda.

INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF UGANDA
MEMBERS ADMITTED BETWEEN JANUARY - JUNE 2019

	Name	Membership Registration Number	Admission Date
1	Charles Kejju Elungat	FM3082	11/2/2019
2	Diana Atubo Akello	FM3083	11/2/2019
3	Elizabeth Tushemerirwe	FM3084	11/2/2019
4	Amabua Harold Adiga	FM3085	11/2/2019
5	Sarah Nalunga	FM3086	11/2/2019
6	Paul Ndinya	FM3087	11/2/2019
7	Jackline Akareut	FM3088	11/2/2019
8	Ronald Kisubi	FM3089	11/2/2019
9	Victor Kamugisha	FM3090	11/2/2019
10	Henry Kajoba	FM3091	11/2/2019
11	Monica Draru	FM3092	11/2/2019
12	Mike Okidi	FM3093	11/2/2019
13	Yassin Noah Geriga	FM3094	11/2/2019
14	Susan Mirembe	FM3095	11/2/2019
15	Agnes Kyosiimire	FM3096	11/2/2019
16	Job Mabuya	FM3097	11/2/2019
17	Juliet Musubika	FM3098	11/2/2019
18	Bonny Ssekiwanda	FM3099	11/2/2019
19	Annet Ayano	FM3100	11/2/2019
20	Edwina Karugire	FM3101	11/2/2019
21	Elizabeth Nyarobbo	FM3102	11/2/2019
22	Gloria Mbaine	FM3104	11/2/2019
23	Margret Nambalire	FM3105	11/2/2019
24	Mary Nakafeero	FM3106	11/2/2019
25	Josephine Nabbanja	FM3107	11/2/2019
26	Judith Ayo	FM3108	11/2/2019
27	Elizabeth Nambi	FM3109	11/2/2019
28	Lydia Kazooba	FM3110	11/2/2019
29	Resty Kasule Nanfuka	FM3111	11/2/2019
30	Susan Abuko	FM3112	11/2/2019
31	Amisi Kintu	FM3113	11/2/2019
32	Amuli Batobewa	FM3114	11/2/2019
33	Alex Lwanga	FM3115	11/2/2019
34	Christopher Wandera	FM3116	11/2/2019
35	Dan Ivan Nambwira	FM3117	11/2/2019
36	Dauda Ismaeli Bakari	FM3118	11/2/2019
37	Edson Goodluck	FM3119	11/2/2019
38	Edward Katende	FM3120	11/2/2019
39	Godfrey Luggya Makedi	FM3121	11/2/2019

	Name	Membership Registration Number	Admission Date
40	Ian Oyesigye	FM3122	11/2/2019
41	Kenneth Sseruyange	FM3123	11/2/2019
42	Martin Muhangi	FM3124	11/2/2019
43	Mephibosceth David Luwalira	FM3125	11/2/2019
44	Moses Mugisha	FM3126	11/2/2019
45	Philip Ssemmambo	FM3127	11/2/2019
46	Richard Katabalwa	FM3128	11/2/2019
47	Rogers Savio Bbosa	FM3129	11/2/2019
48	Ronald Akankwasa	FM3130	11/2/2019
49	Sulaiman Rodgers Aheb-wa	FM3131	11/2/2019
50	Wycliffe Michael Ssend-agire	FM3132	11/2/2019
51	Charles Katenza	FM3133	11/2/2019
52	Victor Nahabwe	FM3134	11/2/2019
53	Christopher Olinga Eretu	FM3135	11/2/2019
54	Hassan Bawonga	FM3136	11/2/2019
55	Keith Alexander Musin-guzi	FM3137	11/2/2019
56	Charles Kazimoto Muhindo	FM3138	11/2/2019
57	Roselyne Nantumbwe	FM3139	11/2/2019
58	Geoffrey Job Nyeko	FM3140	11/2/2019
59	Edson Rutakirwa	FM3141	11/2/2019
60	Sabra Kisakye	FM3142	11/2/2019
61	Joy Juliet Kataibaka	FM3143	11/2/2019
62	Annah K. Atuhaire	FM3144	11/2/2019
63	Alex Sheila Nakawombe	FM3145	1/4/2019
64	Beatrice Among	FM3146	1/4/2019
65	Charllote Kyobutungi	FM3147	1/4/2019
66	Perpetua Arinaitwe	FM3148	1/4/2019
67	Saidah Nabakka	FM3149	1/4/2019
68	Thiona Natukunda	FM3150	1/4/2019
69	Winnie Kamulegeya Nakibuuka	FM3151	1/4/2019
70	Alex Tugume	FM3152	1/4/2019
71	Abudala Washaki	FM3153	1/4/2019
72	Edward Kanyike	FM3154	1/4/2019
73	Edward Onyang	FM3155	1/4/2019
74	Francis Kamala	FM3156	1/4/2019

INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF UGANDA

MEMBERS ADMITTED BETWEEN JANUARY - JUNE 2019

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76	J.A Setty Olugo	FM3158	1/4/2019
77	Joseph Kiwanuka Mukasa	FM3159	1/4/2019
78	Moses Daab	FM3160	1/4/2019
79	Naboth Batte	FM3161	1/4/2019
80	Nelson Ninsiima	FM3162	1/4/2019
81	Paul Irankunda Nsenga	FM3163	1/4/2019
82	Uday Chandubhai Bhalara	FM3164	1/4/2019
83	Willis Kato	FM3165	1/4/2019
84	Yuonusu Musoke	FM3166	1/4/2019
85	Amina Katoko	FM3167	1/4/2019
86	Mable Namuddu	FM3168	1/4/2019
87	Calvin Mugume	FM3169	1/4/2019
88	Joseph Tumwesigye Byarugaba	FM3170	1/4/2019
89	Patrick Okise	FM3171	1/4/2019
90	Ronald Junior Ngabirano	FM3172	1/4/2019
91	Barbara Jjaggwe	FM3173	1/4/2019
92	Florence Bulenzi Mutyaba	FM3174	1/4/2019
93	Jemimah Angira	FM3175	1/4/2019
94	Lucy Alit	FM3176	1/4/2019
95	Salama Nambi	FM3177	1/4/2019
96	Syson Nakyeyune	FM3178	1/4/2019
97	Sarah Katamba Namug-gwanya	FM3179	1/4/2019
98	Victoria Anna Nakafeero	FM3180	1/4/2019
99	Allan Ssenkungu	FM3181	1/4/2019
100	Ernest Niwanyine	FM3182	1/4/2019
101	Fred Kigundu	FM3183	1/4/2019
102	Fred Wamanga Kigai	FM3184	1/4/2019
103	Innocent Aineamani	FM3185	1/4/2019
104	James Mpalanyi	FM3186	1/4/2019
105	David Array Biganja	FM3187	1/4/2019
106	Joseph Mulumba	FM3188	1/4/2019
107	Olivier Nakaggwa	FM3189	1/4/2019
108	Flavia Nyongereza	FM3190	1/4/2019
109	John Michael Ekwaru	FM3191	1/4/2019
110	Taku Kirodi	FM3192	1/4/2019
111	Denish Rurwenger Okot	FM3193	1/4/2019

	Name	Membership Registration Number	Admission Date
112	Nubu Nawire	FM3194	1/4/2019
113	Gabriel Baguma	FM3195	1/4/2019
114	Prossy Baligeya	FM3196	1/4/2019
115	Joseph Elosi	FM3197	1/4/2019
116	Richard Odokonyero	FM3198	13/05/2019
117	Richard Kakube	FM3199	13/05/2019
118	Sharon Nabukalu	FM3200	13/05/2019
119	Francis Wanyama	FM3201	13/05/2019
120	Victor Atwine Kururagire	FM3202	13/05/2019
121	Mugeni Charles Masiga	FM3203	13/05/2019
122	Lynda Patricia Namutebi	FM3204	13/05/2019
123	Peter Mulindwa Sse-babenga	FM3205	13/05/2019
124	Immaculate Nyama-hunge	FM3206	13/05/2019
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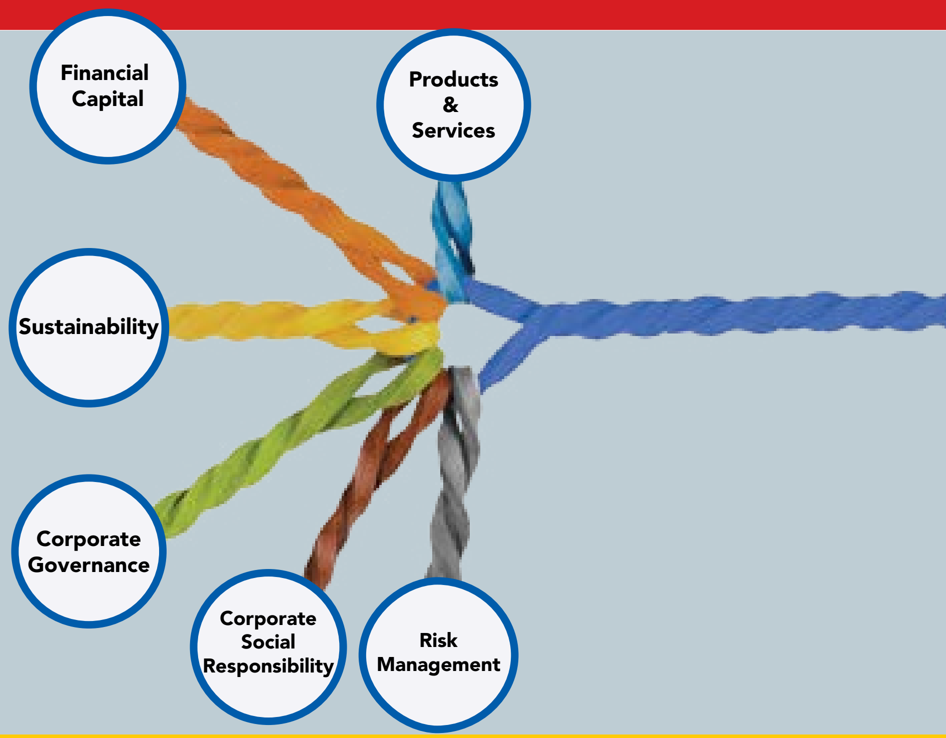
128	Robert Busuulwa	FM3210	10/6/2019
129	Simon Peter Rukorera	FM3211	10/6/2019
130	Nelson Kashokye Na-hamya	FM3212	10/6/2019
131	Bonny Ddamulira	FM3213	10/6/2019
132	Mable Nduhukire	FM3214	10/6/2019
133	Nicholas Nsubuga	FM3215	10/6/2019
134	Francis Mbaziira	FM3216	10/6/2019
135	Lawrence Kibuuka	FM3217	10/6/2019
136	Phiona Musoke	FM3218	10/6/2019
137	Bartholomew Kahindo	FM3219	10/6/2019
138	James Sebutiko	FM3220	10/6/2019
139	Moreen Nalugwama	FM3221	10/6/2019
140	Slovia Agaba Ahebwa	FM3223	10/6/2019
141	Moreen Nakalyowa	FM3224	10/6/2019
142	Sarah Nabawanuka	FM3225	10/6/2019
143	Samson Budeyo	FM3226	10/6/2019
144	Washington Musamali	FM3227	10/6/2019
145	Mable Nimwesiga	FM3228	10/6/2019
146	Stephen Kayima	FM3229	10/6/2019
147	Martin Masiga	FM3230	10/6/2019

Financial FiRe Reporting
Awards – Uganda

THE 2019 FINANCIAL REPORTING AWARDS

INTEGRATED REPORTING: REDEFINING ORGANISATIONAL SUCCESS



Submit Your Entry by 30 September 2019

WHO CAN PARTICIPATE IN THE AWARDS?

a) **Public sector entities:**
- Ministries, Departments and Agencies
- Local Governments
- Statutory bodies and commissions
- State Business Enterprises

b) **Not-for-profit organisations**

c) **Private sector organizations:**
- Communications and IT
- Community and Welfare
- Education and Research
- Cooperative Societies
- Religious Institutions
- Financial Services
- Recreation and Entertainment
- Retail
- Health and Medical Research
- Infrastructure, Logistics and Transport
- Manufacturing
- Primary Industry
- Professional Services and Trade Associations
- Property and Construction
- Public Administration

SPECIAL AWARDS

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