



S P E E D

Support for Private Enterprise Expansion & Development

Rehabilitating Records
in the Company & Documents
Registries:

INTERIM REPORT

Kimberly Barata and Piers Cain
November 2001

INTRODUCTION

This interim report addresses issues of procurement for the Company and Documents Registry located within the Registrar General's Office. The report reflects work carried out in Kampala by Kimberly Barata of The Missenden Group between 11 October – 1 November 2001, and in London in consultation with Piers Cain of The Missenden Group from 14-20 November 2001.

Specifically this report provides a brief overview of recent developments that affect work proposed to rehabilitate the records in the Company and Document's Registry, a revised commodities list and procurement schedule and floor plan for the Company and Document's Registry. A revised file cover design is also included to allow procurement of file covers for the Registry to proceed.

Recent discussions with the Registrar General's Office indicate that they are keen to begin work at the earliest opportunity. As the report submitted to USAID/SPEED in September 2001 reflects, there is considerable work that must be carried out to prepare for the implementation of this project and regular monitoring that must occur once the process has begun. As a result, future work on the Company and Documents Registry will be transferred to Piers Cain of the Missenden Group to allow for continuity of the program as recommended for the rehabilitation of the Company and Documents Registries.

RECENT DEVELOPMENTS

Relocating the Registrar General's Office

The consultant, Kimberly Barata, and the SPEED Legal and Policy Advisor met twice with the Registrar General, once with she and her staff and again at the Ministry of Justice.¹ As a result of these meetings, it is anticipated that the Registrar General's Department will move from Uganda House to Crane Chambers before the end of 2001. A date for the move will need to be confirmed.

The timing of the move has implications for ensuring a controlled and secure transfer of the records between locations. Two options and their pros and cons were presented to the Registrar General. See the table below for a summary of the options discussed.

¹ A meeting was scheduled with the Under Secretary, but was cancelled. An informal meeting with the Registrar General and Mr J Gara, Commercial Justice Reform Advisor, took place instead.

OPTION 1: *The Registrar General's Department moves before the end of 2001 and the records in the Company and Documents Registries move at the same time.*

This would involve moving the records and existing shelving as is. Preparations would start with the oldest records, pack them in order into storage boxes, list all the records that are packed in the box, number the boxes sequentially, transfer the boxes to Crane Chambers, unpack them onto the shelves in number order starting with '1'. Files will need to be checked off against the list as they are unpacked. Once the computerised index is ready, the permanent and contract staff trained, and the new equipment and supplies for the registries is received, the files will need to be repacked/listed as before, stored while the registry facility is being equipped with new shelving and materials, and then the rehabilitation staff will have to take a box, re-folder the records, index them and then place them on the new shelving.

PROS	CONS
<ul style="list-style-type: none"> • The Registrar General's Department can vacate all of Uganda House and move to Crane Chambers at the earliest opportunity. • All of the records will be available in the new offices to allow the staff to work initially. 	<ul style="list-style-type: none"> • Files will have to be processed twice – packed, listed, transferred and unpacked as part of a controlled process for the move and then packed, listed and transferred again within a month or two to allow for the new shelving to be installed and await processing. This increases the cost of contract staff as they will be required for a longer period of time – it is unlikely that professional movers will perform the listing exercise. • Storage space will have to be found to house boxed records during the refurbishment of the new facility. • Files will be difficult to access during refurbishment of the facility and rehabilitation of the files, as they will be stored in boxes piled in storage space. • The security of the records during the temporary storage phase is a risk. • Adequate processing space will have to be found at Crane Chambers to accommodate 6+ contract workers and a member of the permanent staff for several months.

OPTION 2: *The Registrar General's Department moves before the end of 2001 and the records in the Company and Documents Registries move within 3-5 months.*

This would involve keeping the records in situ until a computerised index is ready, permanent and contract staff trained, and the new registry space equipped with new shelving and materials. Once the new facility is ready, the rehabilitation team will start re-folding, indexing, packing and listing the files for transfer to the Crane Chambers facility. Files can then be unpacked onto the new shelving. This process will start with the most recent records and work backwards to ensure the records referred to more frequently are processed first.

PROS	CONS
<ul style="list-style-type: none">• The files are only processed once, thus reducing labour.• The files are transferred in a secure and controlled fashion.• Files remain accessible at all times. Processed files can be transferred and unpacked onto new shelving in the Crane Chambers' facility, files awaiting processing remain in their original place, audit trails will allow files in processing to be tracked efficiently should they need to be retrieved.	<ul style="list-style-type: none">• The space currently housing the Company and Documents Registries would have to be kept after the Registrar General's Office has moved to Crane Chambers.• Although accessible, staff would have to send a messenger to Uganda House to retrieve files required for work that have not yet been processed or are in the midst of processing.

It is likely that the Under Secretary of the Ministry of Justice and the Registrar General will prefer Option Two because it will allow them to vacate the property in Uganda House without incurring the cost of continuing to rent the facility while processing is carried out.

Despite the Registrar General's arrangements with a professional moving company, it is critical to emphasise the need for this to be a secure and controlled move with respect to the records in the Company and Documents Registries. Records will need to be listed and packed and boxes carefully numbered prior to the move. The weeded records kept in rooms 4 and 9 on the 9th floor must be included. The procedure for unpacking the contents of the boxes in the new facility should also be closely regulated.

It is not advised that the moving company carry out the listing and packing work for the records. Advice should be sought from the Ministry of Public Service's Records and Information Technology Department to explore what resources might be made available or alternatives that exist. Furthermore, the listing and packing exercise should be closely supervised.

DATABASE REHABILITATION

It is the consultant's understanding that the database previously used to enter information about Company Registration transactions is now working. It was not clear what was done to

enable the database to work, nor was the consultant able to determine whether the transactions carried out while the database was down have been entered. Despite the potential rehabilitation of the database, the consultant continues to recommend that TRIM Captura be purchased to provide an indexing facility for the Registry and to track the movement of the records in the office.

COMMODITIES AND PROCUREMENT SCHEDULE

Total Cost to USAID/SPEED

US\$ 91,506

(NOTE: some consumables may vary – does not include staffing, shipping and taxes, and consultancy costs)

A revised commodities list and procurement schedule are included in Appendix A. Some flexibility will need to be retained with regard to further revisions of the commodities list as required by the new records consultant. However, it is critical that the shelving and file covers be procured as soon as possible to allow for the lead-time required to ship materials to Uganda.

A design for the file cover for the Registrar General's Office is included in Appendix B.² It is recommended that the SPEED Legal and Policy Advisor obtain agreement from the Registrar General for the file cover design prior to ordering the file covers.

A quotation for shelving has been couriered to USAID/SPEED in Uganda on 19 November 2001. The quotation materials contain the recommended floor plan for the new records storage facility in Crane Chambers. As only static rolled-edge shelving is being recommended the materials can be supplied within a fortnight. Chemonics International Inc. will need to work with the shelving supplier to arrange for containers to be made available to the supplier to deliver the materials to. Ownership of the shelving will be transferred at the point the shelving leaves the supplier's factory. It is therefore Chemonics responsibility to obtain the containers and to ship the materials to Uganda. Tied to this, Chemonics is responsible for tracking the shipment and receipt of shelving materials and should arrange for appropriate insurance.

There are approximately 1500 linear feet of records in the Company and Documents Registries. This figure includes the weeded files in rooms 4 and 9 on the 9th floor. The design included with the quotation provides shelving for the entire space as opposed to purchasing shelving to accommodate the existing files only. Following discussions with the shelving supplier, it is recommended that the project provide shelving for the whole facility to allow for growth. At the moment audit for compliance with annual filings is not followed through. Penalties for noncompliance are not sufficient and therefore are often ignored. It is the consultant's understanding that the issue of strengthening compliance will be investigated as part of the reforms. If compliance is more rigorously enforced the volume of records management by this Registry will increase significantly and rapidly. It is impossible to

² Note that a black and white version of the Seal of Uganda will need to be substituted for the color version included in this report. The consultant was unable to obtain a monochrome version. It is not recommended that printing be in color as the cost will be prohibitive.

predict the size of the increase at this stage. Under current conditions it is estimated that the Registry is accumulating approximately 60 linear feet of records per year.

Having additional shelving available will also help to facilitate the rehabilitation process. Unprocessed records can be held in one part of the facility and moved to the other as they are processed. This will allow for records to remain accessible during the processing stage.

Finally, the commodities list does not take account of future storage of the existing file card system used by the Registry. The new consultant will advise on the storage of these for the future following the next consultancy visit.

NEXT STEPS

It is recommended that the following be arranged in anticipation of the consultants' visit in late November 2001:

- Confirm that the Registrar General has signed the lease on the facilities in Crane Chambers and agreed the date of the move.
- Confirm with the Registrar General that the Under Secretary has stated preference for Option Two.
- Schedule a meeting with the Registrar General to introduce her to the new records management consultant, Piers Cain.
- Commence procurement of the shelving and file covers.

APPENDIX A

Company and Documents Registry Records Rehabilitation Project COMMODITIES LIST

The commodities listed below detail the equipment, supplies and services required to process and transfer the company records and documents and equip the records storage rooms for the Crane Chambers Facility. The list does not take account of the furniture, equipment and supplies required for the office staff (eg desks, chairs, additional computers and so on) or optional extras such as new lever arch files for the company names' records.

Printing and publishing costs (related to the production of training materials, procedural posters, and the printing of an operations manual) are not included. It is not possible to cost these items at this time as these materials are under development.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
IT Costs	Index Software (TRIM Enterprise) + customization	ComputerLand (U) Ltd.	TRIM Enterprises Licenses for 2 concurrent users + database customisation + annual maintenance fee ³	1	Quote will be revised after discussions in late November 2001 Estimated cost: 9,886		USAID/SPEED	Commission by 12/15/01
	Computer monitor keyboard cables tape drive	Local Supplier	TRIM will supply specifications for system to support software. Price excluding VAT and delivery	3	1,500	4,500	USAID/SPEED	Order by 12/15/01
	Computer desktop security system	Local Supplier	Excluding VAT and delivery	3	50	150	USAID/SPEED	Order by 12/15/01
	HP1200 Laser Jet Printer	Local Supplier	Excluding VAT and delivery	2	600	1,200	USAID/SPEED	Order by 12/15/01
	UPS with surge protector	Local Supplier	Excluding VAT and delivery	3	300	900	USAID/SPEED	Order by 12/15/01
	Extension leads (grounded)	Local Supplier	Excluding VAT and delivery	3	15	45	USAID/SPEED	Order by 12/15/01

³ GoU will need to take responsibility for the annual maintenance fee of US \$1,020 after completion of the project.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
TRIM Training⁴	Training includes facilities being provided and refreshments	ComputerLand (U) Ltd.	Phase I: Pre-TRIM Intro to computers and Windows	N/A	Quote will be revised after discussions in December Estimated cost: 7,000		USAID/SPEED	Date to be determined by new consultant
			Phase II TRIM Training for customized database	N/A				
Shelving and installation	Static rolled-edge steel shelving with baked enamel finish	Link 51, UK	The cost of shelving assumes all Mailo files minus the archives is transferred. Cost does not include VAT or shipping. Price includes installation costs: labour, travel and subsistence. Confirm installation date when materials have cleared customs and are in storage.	N/A	N/A	45,958 ⁵	USAID/SPEED	Order to coincide with Land Registry – 11/23/01 Company needs 3 weeks to fill order for container – Chemonics responsible for arranging container/s and shipping.
Minor Equipment	Hygrothermograph	Gaylord	Catelog No. A1731 Hygrothermograph 7/31 Day Drive, 13 lbs. Price does not include shipping	1 ⁶	978	978	USAID/SPEED	Order by 12/15/01 (Can be carried out by a consultant)
	Mailroom trolley	Guernsey	Catelog No.AMC-SN39800 for an example	1	250	250	USAID/SPEED	Order by 12/15/01 (If flat packed – could be brought out by a consultant – could be brought out by a consultant)

⁴ Phase I training is for the 5 registry staff, phases II and III include up to 8 casual workers in addition to the 5 registry staff. An alternative option would be to contract Uganda Computing Services (UCS) to provide the initial introduction to computers and introduction to Windows training in their facility and then Contract ComputerLand (U) Ltd. to provide the TRIM training either at their own facility or at the UCS facility.

⁵ Price is UK32,365.00; the exchange rate on 11/19/01 is approximately UK£1 = US\$1.42

⁶ One will be placed in one of the KCC storage rooms to monitor temperature and humidity. None have been budgeted for the Ministry's land registry storage areas.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Minor Equipment Continued	Kick stools/step ladder	Local Supplier		3	40 (maximum)	120	USAID/SPEED	Order by 12/15/01
	Fire extinguishers	Local Supplier		2	115 (maximum)	230	USAID/SPEED	Order by 12/15/01
Consumables NOTE: Many tems are readily available locally. Some items sourced in USA can be brought over by consultants.	File covers Manilla Board Blue 280 GSM (Sample #7)	Security Printers (1974) Limited ⁷	Excludes VAT and Shipping costs. NOTE: Make sure sample they produce is in fact the one they deliver in bulk.	55,000	.22 ⁸	12,100 ⁹ Need to reconfirm quotation.	USAID/SPEED	Order to coincide with Land Registry (11/23/01) (Company will need approx. 90 days to obtain card before printing.)
	Storage Boxes	Security Printers (1974) Limited	Does not include VAT and shipping.	1100 ¹⁰ (estimate)	3.18	3,497	USAID/SPEED	Order to coincide with file covers
	Dust masks	Amrat Ltd (Kampala)	Excluding VAT and delivery	10 x box of 50	15 ¹¹	300	USAID/SPEED	Order by 12/15/01
	Warehouse coats	Amrat Ltd (Kampala)	Excluding VAT and delivery	15	22.50 ¹²	337.50	USAID/SPEED	Order by 12/15/01

⁷ An alternative quotation from a US and a UK vendor is being sought.

⁸ Ush 381 per 250 gsm file cover at US\$1 = Ush 1730.

⁹ If the file covers are purchased from UPPC locally, it will be necessary to purchase integral plastic prongs separately. The only supplier the consultant go find who will supplies these separately is Mastrom Ltd based in the UK.1000 prongs cost UK£91.80. It is likely a lower price can be negotiated give the bulk purchase. The alternative is to not fasten the documents to the file cover and take the risk of them falling out.

¹⁰ It is recommended that the final figure required be determined after testing using the sample provided by the company. The consultant is estimating (very roughly) that there will be 50 files per box.

¹¹ Ush 25,000/box at US\$ = Ush 1730.

¹² Ush 39,000/coat at US\$ = Ush 1730.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Consumables continued For materials that are readily available locally – prices will vary depending upon supplier. SPEED should refer to prices for materials consumed by the SPEED offices.	Treasury tags	Staples (but should be available locally)	Excluding tax and delivery	55,000	4/pk of 100	2,200	USAID/SPEED	Will test in December 2001 whether worth investment.
	Replacement pens - - hygrothermograph	Gaylord	Catelog FTMA	1 x pkg of 2	25	25	USAID/SPEED	Order by 12/15/01
	31 day replace Chart 4 year for hygrothermograph	Gaylord	Catelog No. 100-52FMA	1	45	45	USAID/SPEED	Order by 12/15/01
	Back-up tape cartridges	Local Supplier	Excluding VAT and delivery	6 x packs of 5	15	90	USAID/SPEED	Order by 12/15/01
	Laser Jet Printer cartridges	Local Supplier	Excluding VAT and delivery	6	115	690	USAID/SPEED	Order by 12/15/01
	Smoke detectors	Local Supplier	Includes one for each room for KCC facility and for storage rooms in the Ministry	2	10	20	USAID/SPEED	Order by 12/15/01
	Insecticide	Local Supplier	Including traps and poison as required	Will vary	See note to far left Estimate: 25		USAID/SPEED	On-going once processing begins.
	AA batteries	Local Supplier	2 are needed for the hygrothermograph	2	5	5	USAID/SPEED	On-going once processing begins.
	Plastic bin liners	Local Supplier	Amount will vary	Will vary	See note to far left Estimate: 50		USAID/SPEED	On-going once processing begins.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
Consumables continued For materials that are readily available locally – prices will vary depending upon supplier. SPEED should refer to prices for materials consumed by the SPEED offices.	Writing implements	Local supplier	Eg. wide permanent markers, pens, pencils, erasers and other supplies as required	Will vary	See note to far left Estimate: 100		USAID/SPEED	On-going once processing begins.
	Hole punches	Local Supplier	Hand-held single hole punch for treasury tags	3	1.50	4.50	USAID/SPEED	Wait to see if treasury tags are useful.
	Copier paper	Local Supplier	Amount will vary	Will vary	See note to far left Estimate: 550		USAID/SPEED	On-going once processing begins.
	Carbon paper	Local Supplier	Amount will vary	Will vary	See note to far left Estimate: 100		USAID/SPEED	On-going once processing begins.
	Cleaning materials	Local Supplier	Including dusting cloths, brooms, brushes, hand towels and so on.	Will vary	See note to far left Estimate: 150		USAID/SPEED	On-going once processing begins.

NOTE: The price of file covers according to the new supplier is significantly less than the Uganda Printing and Publishing Corporation quoted (i.e., approximately US\$0.22 vs \$0.60). This quotation should be verified and confirm the quality of the covers.

The figures above do not include:

- SHIPPING AND TAXES
- SPEED consultancy and administrative costs
- Contract worker costs: 358,020/month x 8 workers for approximately 13 months (the total time required will be refined following testing).
- Company and Documents Registry permanent staff and Ministry of Public Service records staff tea and lunch money of USH5,000/each day worked (1 x permanent staff/day; 1 x MPS records staff for monitoring)
- Copying services – it is assumed that SPEED can provide these or arrangements can be made with the Registrar General’s Office.

Secure storage facilities will need to be obtained to store commodities safely until they are used.

Total Cost to USAID/SPEED

US\$ 91,506

(NOTE: some consumables may vary – does not include staffing, shipping and taxes, and consultancy costs)

NOTE: The radical difference in pricing from the previous report is due to the significantly lower figure for file covers quoted by Security Printers (1974) Limited. These figures will need to be verified.

Supplier List

Amrat Limited
Kampala Road
PO Box 7437
Kampala
Uganda
Tel/fax: 344754

ComputerLand (U) Ltd (TRIM)
Plot 7
Poral Avenue
PO Box 24412
Kampala
Uganda
Tel. 348043/4
Fax: 348042
kmawji@starcom.co.ug

Conservation by Design Ltd
Timecare Works
5 Singer Way
Woburn Road Industrial Estate
Kempston
Bedford MK42 7AW
United Kingdom
Tel: + 44 (0)1234 853555
Fax: +44 (0) 1234 852334
<http://www.conservation-by design.co.uk>

Guernsey
Washington, DC Metro Area
Tel: 703 968 8200
Fax: 703 968 5770

Link 51 (Martin Snowdon)
P.O. Box 16
Mill Street
Brierley Hill
West Midlands
England DY5 2TB
Tel: +44 (0) 1384 472 500
Fax: +44 (0) 1384 472 597
Mobile (M Snowdon) +44 (0) 7768 810 722
E-mail: msnowdon@link51.co.uk
<http://www.link51.co.uk>

Security Printers (1974) Limited (Danny Kyobe 077 406095; deekay1ug@yahoo.com)
Plot 8 William Street (Opp. The Standard Chartered Bank)
P.O. Box 1624
Kampala, Uganda
Tel: 256 41 251 083
Fax: 256 41 533 207

APPENDIX B



**The Republic of Uganda
Registrar General**

File No.:

Date File Opened:

Date File Closed:

Name:

To	Date out	Date Return	To	Date out	Date Return	To	Date out	Date Return

Reference to Other Papers

File No.