



# SEREFACO CONSULTANTS LIMITED

Over 1000 Experts Specialized in Different Disciplines



**Roaring Across the African Continent**

## INTERNATIONAL CREDIT AND AID AGENTS

"Building sustainable local capacity in countries where we operate."

Registered with:







## Learn About the Services of

### SEREFACO CONSULTANTS LIMITED

#### Overview



Serefaco Consultants Limited (SCL) started as an engineering and consultancy division of its mother company SEREFACO Limited in 1979. The division graduated into a fully fledged independent multi – disciplinary consulting firm in 1981. The initial market of focus was on the East and Central African region. SCL later focused its operations on the entire African continent.

Besides its operations on the African Continent, SCL aims at serving clients in all regions of the world.

From our headquarters in Kampala, we work with over 1000 multi-cultural professional consultants in a wide variety of fields. Besides, the permanent staff, SCL has many experts on retainer. Projects undertaken by the company are either initiated by governments, international donor agencies, international organizations or private sector operators. SCL has built strong links with foreign professional consulting organizations and individuals.

SCL joint technological expertise is combined with local and foreign expert knowledge to solve problems faced by our clients. These links enable our clients to minimize high cost consultancy time without compromising the objectives and quality of their projects. SCL uses multi-cultural teams. Experts are recruited from all the Continents. The synergies derived from this approach enhance the quality of services we deliver

#### Services



Serefaco Consultants offers a variety of professional consulting services including:

- Project studies
- Pre-feasibility studies
- Feasibility studies
- Project identification and Formulation
- Pilot projects
- Development plans and Programmes
- Turnkey projects
- Market analysis
- Socio-economic studies
- Tender documentation and Management
- Mid-term Reviews of Programmes
- Monitoring and Evaluation
- Marine, Aviation and Transport studies
- Situation Analyses

These are carried out in all sectors because of the multi-disciplinary professional consulting teams under its domain



# ▶▶▶ Agriculture and Rural Development

## AGRICULTURE AND AGRICULTURAL MANAGEMENT, LIVESTOCK AND FISHERIES



In today's more integrated world economy, agricultural growth in Africa depends not only on raising productivity and increasing production, but also on increasing the competitiveness of African agriculture on the global market and expanding its market opportunities within Africa and beyond.

Agriculture constitutes the backbone of most African economies. An overwhelming majority of the continents poor rely on the sector for their livelihood. African agriculture is commonly characterized as being in crisis, but there are also successes. The greatest failure is that food production has not kept pace with population growth. SCL provides the strategic and managerial solutions to address these issues.

African agriculture has, with few exceptions, been in trouble for a long time. Countries that used to be self-sufficient in food production – and net exporters of agricultural produce – today depend on imports. This is principally a consequence of population increase outstripping agricultural productivity, partly because of changes in consumption patterns, partly due to nature's curtailment, but mainly due to management issues.

Serefaco Consultants Limited provides solutions to managerial and technical issues Agriculture and rural development



### AGRICULTURE & AGRICULTURAL MANAGEMENT

- Crop rehabilitation and development
- Crop production and diversification
- Enterprise mix plans
- Farm design and field layout
- Agricultural support and extension services
- Farm mechanization programmes
- Field surveys
- Topographical surveys and Soil tests
- Preparation of soil maps
- Irrigation system Planning
- Farm infrastructure development
- Agri PPP Advisory Services

### LIVE STOCK AND FISHERIES

- Livestock and Fisheries development
- Breeding Improvement programmes
- Veterinary Service
- Livestock improvement and extension programmes
- Disease survey and disease control programmes
- Game management and ranching and tourism



Live stock Breed and pasture Improvement programmes



Soil Tests

| Date                  | Project/ Client   | Donor |
|-----------------------|---|-------|
| June 1990<br>Nov 1999 | Design and Supervision of construction of Itek – Okile Rice Project-Lira, Uganda.<br>Preparation of Topographical Surveys for Olweny Paddy Rice Fields; | ADB   |
|                       | Agronomic Designs, Design of Farm Workshop Buildings, Design of Boreholes, Design of Laboratories.  |       |
|                       | Ministry of Agriculture, Animal industries & Fisheries  |       |



# Infrastructure Design, Economics & Financial Analysis

ROADS, RAILWAYS, AVIATION, MARINE, POWER AND TRANSMISSION LINES, TELECOMMUNICATION, HOUSING...



Serefaco Consultants Limited advocates for Infrastructure Development in Africa. Many of the rural areas face significant challenges. Some of the farming and forestry businesses still need to build their competitiveness but are usually constrained by the poor transport system developments. More generally, average income per head is lower in rural regions than in towns and cities, while the skills base is narrower and the service sector is less developed. One of the main areas of service of SCL is provision of policies, strategies and programmes for enhancement of infrastructure development. PPP Transactions are on in vogue globally and on the African Continent for Infrastructure

## INFRASTRUCTURE DEVELOPMENT

- Intergrated rural development projects
- Rural development plans
- Rural transportation
- Small scale and cottage industry
- Evaluation of economic development programmes
- Rural electrification and power supplies
- Establishment of marketing department
- Long range marketing strategies
- Risk analysis
- Tender analysis
- ICT Projects
- Procurement

## AVIATION

- Airports Design Studies
- Business Planning
- Performance Diagnostics
- Human resource restructuring, assessment and training
- Marketing and Sales planning
- Air craft maintenance plans
- Fleet planning & Acquisition
- Route analysis
- Design and Formulate Airport Plans



Telecommu  
nication



Rail transport  
planning

## RAILWAY

- Feasibility Studies
- Commercial Planning
- Operational Planning
- Management & Strategy
- Audit & Assessment
- Analyses, Research & Training

## MARINE

- Marine Ports & Harbour Design
- Preparation of impact and damage stability analyses to Class requirements.
- Marine Ports Feasibility Studies and Economic Feasibility & Design .
- Marine Ports Transportation Plan & Management and Safety Plans
- Naval architectural and Infrastructure design
- Oversight and co-ordination of model testing to evaluate ship motions and verify vessel speed and powering requirements.
- Design of all structural and systems



Marine transport  
planning



Power substations & lines



1992: Survey works on 132 KV transmission line for Uganda Electricity Board from Masaka to Mbarara.

Funded by European Investment Bank

1993/4: Feasibility study for the rehabilitation and improvement of PTA sponsored roads. (Ministry of Works, Transport & Communication.

Funded by World Bank

# ▶▶▶ Health Care Service Delivery

## HOSPITALS, HEALTH CARE, EQUIPMENT...



The major problem of health care service delivery in many African countries is lack of appropriate and prudent approaches in planning. In most African countries, there are inadequate preventive public health interventions. These include lack of safe water and sanitation (leading to diarrheal diseases especially in children). Poor environmental health and failure to provide mosquito nets leading to incidence of malaria. There is prevalence of over crowded housing due to poverty and lack of family planning interventions. SCL does not only focus on improving medical services but also on guiding its clients on improvement and implementation of preventive public health systems.

SCL provides medical health facilities planning, architectural and engineering design. Epidemiological studies in various service delivery catchment areas to plan and design health facilities bed capacities, equipment requirements, procurement, management of facilities; as well as drug supply chains and policies; pharmaceutical regulatory frame work and implementation plans for the effective and efficient health care service delivery.



### MEDICAL PLANNING

- Architectural and hospital engineering
- Rehabilitation of hospitals
- Feasibility studies
- Primary health care policy formulations
- Planning and supervision of medical facilities development
- Health care policies, strategies and project management
- Identification and specification of hospital equipment and furniture
- Pharmaceutical regulatory frame work, training and management



|              |  |
|--------------|--|
| Aug          | Formulation of Pharmaceutical and  |
| 2008 - 2011: | other Medical Drugs Regulations and Regulatory Framework.  |
| Client:      | Ministry of Health, Government of Southern Sudan (GOSS)  |
| Funded by:   | World Bank   |
| May 2006:    | Policy review of the role of National Medical Stores in the public and private health care service systems in Uganda |
| Client:      | PUSRP, Ministry of Finance   |
| Funded by:   | World Bank   |



Maternity ward at Mbarara hospital providing local people with maternal health services in the region

Ensuring proper health care delivery





# Planning and Management

## CORPORATE PLANNING, HUMAN RESOURCE, MARKETING STRATEGY...

Serefaco is involved in providing objective advice, expertise and specialist skills with the aim of creating value, maximising growth and improving the business organisational performance on behalf of its clients.

For any organisation (whether small, medium or big size) be it private or public, the primary concern of Serefaco Consultants is to carry out situational analysis focusing on the external and internal environment that influence the performance of that particular organisation. A diagnostic analysis of the findings is carried out before recommendations are made. All this is undertaken with the full participation of all relevant stakeholders in order to ensure the recommendations are a product out of the collaboration of the client, consultant and other stakeholders.

SCL provides a variety of services such as organisation diagnostic analysis, business strategy design, marketing, proper financial and management plans, human resource development strategy, policies, information technology, e-business and operations, and supply-chain management. Institutional reviews and analysis for strategic interventions to improve efficiency are done.

SCL multi-disciplinary teams are well equipped with hybrid skills and experience whose combination gives appropriate solutions to the problems thus ensuring value for money for its clients. SCL end-to-end Management Consultancy and PPP Advisory Services are hybrids of consulting, coaching and mentoring activities through Integrated research.

SCL offers Consultancy and Advisory Services to a broad spectrum of clients both private and public.

The services include:

- Policy and Strategy formulation
- Institutional improvement through management and strategic business plans
- Technical Assistance
- Employees enhancement schemes
- Financial Services including PPP Advisory Services
- Project supervision services
- Consultancy on Privatisation and Divestiture strategies and implementation
- Development of market oriented organizational systems
- Corporate planning and control
- Acquisition of shares
- Transfer of company shares through public private partnership plans



1993: Study to Improve the Operational Efficiencies of Bank of Uganda

Client: Bank of Uganda

Funded by: World Bank

1994: Study and Restructuring of Plan International Uganda

Client: Plan International

Funded by: Plan International

Uganda Ministry of Finance, Planning & Economic Planning  
Implementation of Policy Reforms –USAID



# Engineering

ELECTRICAL, MECHANICAL, TELECOMMUNICATION, CIVIL ENGINEERING  
AND CONSTRUCTION INDUSTRIAL ENGINEERING

Serefacco applies technical, scientific and mathematical knowledge in the use of natural laws and physical resources to utilise materials to design structures, machines, systems using processes that enhance safety for the desired objectives.

In all its works, SCL combines economics and engineering to provide for man's demands



Wind energy

## ELECTRICAL, MECHANICAL AND INDUSTRIAL

- Feasibility Studies
- Industrial Layout and Design of Factory Processes
- Evaluation and Advice on Plant, Machinery & Equipment
- Planning and implementing technology transfer
- Solar, Wind Energy Green Energy (Hydrogen)
- Project Design and Management
- Energy and Power Supply including Geothermal
- Renewable Energy Sources
- Hydro Power Stations, Power Transmission and Installations
- Rural Electrification
- Energy saving technologies
- Use of GIS technologies in various sectors



Networking

## TELECOMMUNICATION (IT/ ICT AND GIS)

- Communication Equipment Specification and Procurement
- Legal and Regulatory studies for minerals, Energy and Telecommunication
- Networking strategies, design and implementation

## CIVIL ENGINEERING & CONSTRUCTION

- Topographical and Cadastral surveys
- Geo-technical and material tests
- Project planning and management
- Turnkey projects
- Housing projects
- General civil engineering systems
- Highways design and supervision
- Marine engineering (Inland ports, Sea ports Ferrys and Vessels)
- Geological and Mineral Exploration
- Environmental Studies
- Lidar Surveys
- Hydrographical surveys & Hyropowerdam designs



1992-1996: Study to Determine Allocation of US\$49M of CDC, EIB and World Bank

Client: Uganda Electricity Board

Funded by: CDC, EIB and World Bank

# ►►► **Natural Resource Conservation and Tourism Development**

TOURISM, ECO-TOURISM, NATURE CONSERVATION, GAME PARKS, TOUR AND TRAVELS AND FORESTS

Serefaco recognises that in most African countries, tourism and the whole of the hospitality industry, together, hold out the prospect of phenomenal growth, both in the number of people employed and in the massive financial investment it attracts. Governments in Africa are showing increasing interest in tourism as a source of economic growth and diversification.

Serefaco promotes Ecotourism as travel to fragile, pristine, and protected areas and activities that strive to be low impact and (often) small scale. Projects, programmes and studies are undertaken to help educate the traveler; provide funds for conservation; directly benefiting the economic development and political empowerment of local communities; and foster understanding for different cultures and while promoting human rights for the communities living within the vicinity of game reserves and parks.

Serefaco is involved in supporting travel to destinations where flora, fauna and cultural heritage are the prime attractions. Studies are undertaken to give insight into impacts, as human beings and also an appreciation of natural habitats.

Ecotourism activities include programs that minimize the negative aspects of conventional tourism on the environment and enhance the cultural integrity of local people. In addition to evaluating environmental and cultural factors, an integral part of Serefaco sponsored ecotourism is the promotion of recycling, energy efficiency, water conservation and creation of economic opportunities for the local communities.

African countries are competing for a bigger share of world tourism industry, which wields considerable marketing power. The global industry is highly competitive with very small margins on packaged holidays.

SCL offers studies, plans, policies and strategies to African countries as one of the ways to improve their economies.



*Strategies for revenue sharing*



*Forest resource management plans*



*Tourism development and sustainability*

SCL services include:

## **ECO-TOURISM & NATURE CONSERVATION**

- Natural Resources Management studies
- Design of strategies for Community participation in management of protected areas
- Strategies for Revenue sharing with neighbouring communities
- Development of Protected area Management plans
- Environmental Impact Analyses
- Development of Natural Resources Conservation policies and Management Strategies

## **FOREST AND WETLANDS**

- Land Information Management System
- Conservation of Natural Forest Resources
- Forest Resources Management plans
- Forest inventory surveys
- Management of Wetland
- Bio-mass and conservation studies
- Utilisation of GIS Technologies in management of the forests
- Agro-forestry and Ecosystems GIS Mapping



# Water Resources & Environmental Management

ENVIRONMENTAL PROTECTION AND CONTROL, SANITATION WATER AND SEWERAGE

Security and sustainable development of the water resources is one of the key issues that need greater attention in the 21st century. Improved water management can make a significant contribution to achieving the Millennium Development Goals. Unless we are optimally managed, we may become sources of conflict on the continent

Serefaco is a worldwide leader in the development and implementation of environmental management systems and watershed management, having undertaken many assignments in evaluation of water resource programmes, integrated water resources management, water development and storage plans, aquatic resource protection plans, flood control programmes and irrigation planning

Serefaco analyses the technical, economic, financial, legal, human resources and institutional components of developing and implementing water utilities, examines major obstacles to setting up utilities and the effectiveness of utilities in meeting their goals.

## ENVIRONMENT MANAGEMENT

- Sensitisation of local communities on environmental protection and control
- Studies for appropriate control of effluent from urban sewerage utilities
- Monitoring and assessment of environmental protection and control methods

## WATER SUPPLY AND SEWERAGE

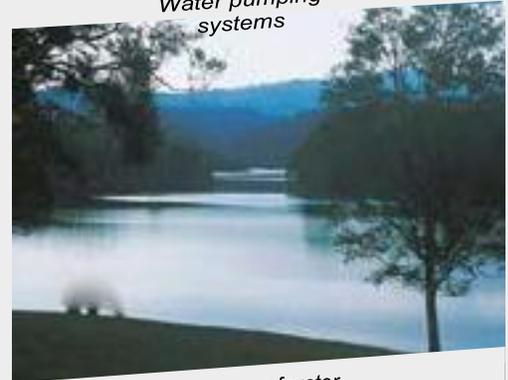
- Water resources
- Municipal Water and Sanitation Planning
- Rehabilitation of water systems
- Turnkey projects including supply of boreholes
- Design and construction of water and sewerage systems
- Financial planning



Environmental remediation of such areas



Water pumping systems



Maintenance of water bodies



Environmental remedial measures

Community water supply systems design

Aug 2007-Sept 2008: Investment Planning for National Water and Sewerage Corporation

Client: National Water and Sewerage Corporation

Funded by: GTZ

# Transaction Advisory

## DUE DILIGENCE

Transaction advisory services involve providing expert guidance and support to clients throughout the entire PPP lifecycle of a transaction, such as mergers, acquisitions, divestitures, or capital raising activities. At SCL, we specialize in PPP Transaction Advisory, offering comprehensive services to help clients navigate complex investment issues by carrying out the requisite & due diligences .studies

Our transaction advisory services cover the following key areas:



### Project Name

**PPP Transaction Advisor for the Divestiture of Kilembe Mines Ltd**

### Client:

Privatization Unit, Ministry of Finance, Planning and Economic Development Uganda

### Funded by:

Government of Uganda

- Due Diligence: We conduct thorough due diligence assessments to evaluate the financial, operational, and legal aspects of a target transaction aimed at
- Financial Modeling and Valuation: We assist clients in developing financial models and conducting valuation analyses to determine the fair value of a business or asset.
- Regulatory and Compliance Assistance: We help clients navigate complex regulatory environments and ensure compliance with relevant laws and regulations.
- Integration and Separation Planning: In the case of mergers, acquisitions, or divestitures,
- Deal Structuring and Negotiation: We provide strategic guidance in structuring transactions to maximize value and mitigate risks.
- All forms of due diligences
- Environmental due diligences

SCL assists clients in developing integration or separation plans to streamline operations, optimize synergies, and capture value.

- Project Management and Execution: We provide project management support to ensure seamless execution of the transaction.
- Partner with us for your transaction advisory needs, and let us guide you through the complexities of your transaction, helping you achieve your strategic objectives and maximize value.

*meet the unique needs of each client and transaction. We leverage our industry knowledge,*

*deliver strategic insights, mitigate risks, and drive successful outcomes".*

*financial expertise, and extensive network to*



## **Solid Waste Management**

### HANDLING, TRANSPORTATION & DISPOSAL



Solid waste management refers to the collection, transportation, processing, recycling, and disposal of solid waste in an environmentally responsible manner. It involves implementing strategies and practices to minimize waste generation, maximize resource recovery, and reduce the negative impacts of waste on public health and the environment. At SCL, we specialize in providing comprehensive services in solid waste management, helping organizations and communities develop effective and sustainable waste management systems.

Our expertise in solid waste management encompasses the following key areas:

- **Waste Assessment and Planning:** We conduct waste assessments to analyze the composition, volume, and characteristics of solid waste generated..
- **Waste Collection and Transportation:** We assist in designing efficient waste collection, transportation systems and reduce greenhouse gas emissions associated with waste transportation.
- **Recycling and Resource Recovery:** We promote recycling and resource recovery initiatives to divert waste from landfill disposal and conserve valuable resources.
- **Waste Treatment and Disposal:** We provide expertise in waste treatment and disposal options.
- **Solid waste to Energy**

- **Public Awareness and Education:** We develop public awareness and education campaigns to promote responsible waste management practices.
- **Regulatory Compliance and Policy Support:** We assist organizations in complying with waste management regulations and developing policies that promote sustainable waste management practices.
- **Monitoring and Performance Evaluation:** We establish monitoring and evaluation systems to track waste management performance, assess progress, and identify areas for improvement.





# Renewable Energy

## GEO-THERMAL & HYDROGEN

Renewable energy refers to energy derived from sources that are naturally replenished and have a minimal impact on the environment. As the world seeks to transition to cleaner and more sustainable energy systems, renewable energy plays a crucial role in reducing greenhouse gas emissions, mitigating climate change, and promoting energy independence.



Geo Thermal Plant

We specialize in providing comprehensive services in Geothermal & hydrogen renewable energy, helping organizations and communities embrace this promising energy solution.

Our expertise in renewable energy encompasses the following key areas:

### GEOTHERMAL

- Feasibility Studies and Resource Assessment.
- Project Development and Design.
- Financial Analysis.
- Regulatory Compliance and Permitting.
- Technology Evaluation and Selection.
- Project Management and Construction Oversight.
- Performance Monitoring and Optimization

### HYDROGEN

- Design, implementation, and optimization of hydrogen production systems
- Infrastructure Development eg refueling stations & distribution networks
- Integration and Conversion Technologies on to existing grid systems
- Market Analysis and Business Models
- Policy and Regulatory Support through analyzing incentives, standards & regulations.
- Research and Development to drive innovation & efficiency



At SCL, we believe in the transformative potential of geothermal and hydrogen renewable energy.

Our services are tailored to meet the specific needs and objectives of our clients, whether they are seeking to implement geothermal or hydrogen-based systems, explore market opportunities, or navigate the regulatory landscape.

## Completed Projects

SEREFACO CONSULTANTS LTD [SCL] and its group of companies have maintained high Standards of Quality Assurance [SQA] by periodically and systemically recruiting teams of highly qualified individuals.

The SQA teams are regularly replenished to ensure a feed in process to sustain the SCL operations standards memory. All this is built on a very strict value system. The values are carried forward to new members through a well thought out feed in process from year to year with appropriate timely modifications to suit the changing business and technological environment advancements and innovations

Adhering to the above SQA has enabled SCL to offer a high quality multi-disciplinary menu of services to its clients on the African continent covering a multiplicity of sectors.

This approach has helped SCL realize an excellent rate of both clients and experts through retention of its experts and business partners with whom SCL offers excellent services to its clients in different countries over the African continent.

| Year                 | Project Name  | Client  | Donor / Source of Funds  |
|----------------------|---|---|--|
| June 2022 – Mar 2023 | Special Technical & Financial Audit - ESKOM (U) End of Concession on the Nalubaale - Kiira Hydropower Plant 380 MW  | Uganda Electricity Distribution Company Ltd/ GOU                                  | Uganda Electricity Distribution Company Ltd/ Office of the Auditor General- GOU via Grant Thornton |
| 2022 - To date       | Consultancy Services for Design Review and Construction supervision for upgrading of Luwero – Butalangu road (29.6km) from Gravel to Bitumen Standard             | Uganda National Roads Authority/AfDB/Arab Bank for Economic Development in Africa | ISDB/OPEC  |
| 2022                 | Consultancy Services to Design Client Centric Islamic Microfinance Products, Capacity Building and Integrated Support Solutions for Local Economic Growth Support | Ministry of Local Government / Micro Finance Support Centre                       | ISDB   |
| 2022 – to date       | 3-Year Framework Contract for Service, Maintenance and Calibration machines and equipment in the Department of Geological Survey and Mines                        | Ministry of Energy and Mineral Development - GOUs                                 | Uganda Gov't   |
| 2015                 | Developing a robust tele-medicine system for Mulago National Referral Hospital and 3 Kampala Capital City Authority hospitals.                                    | Ministry of Health - GOU  | AfDB   |
|                      |   |   |  |
|                      |   |   |  |

| Year                    | Project Name   | Client   | Donor / Source of Funds   |
|-------------------------|--|--|---|
| July 2009               | Awarded a contract for Mapping, Assessment & management of Transboundary Water Resources                     | Sahara Sahel Observatory (OSS)   | IGAD  |
| Jan - May 2009          | Transaction Advisor for the Divestiture of Kilembe Mines Ltd   | Privatization Unit, Ministry of Finance, Planning and Economic Development<br>Uganda | Government, Ministry of Finance Planning and Economic Development |
| Aug 2008-2011           | Review and implementation of Pharmaceutical and other Medical Drugs Regulations and Regulatory Framework     | Ministry of Health, Government of Southern Sudan(GOSS)                               | WorldBank   |
| July 2007 - March 2009  | Mid-Term Review of Road Sector Development Programm (RSDP2) and will rollover to RSPD3 (2009/10 - 2018/19)   | Ministry Of Finance Planning and Economic Development<br>Uganda                      | DANIDA  |
| Aug 2007 - Sept 2008    | Strategic Investment Planning for National Water and Sewerage Corporation                                    | National Water & Sewerage Corporation<br>Uganda                                      | GTZ/ EU   |
| April 2008 - March 2009 | Revision of Water for Production Strategic Investment Plan   | Ministry of Water & Environment.<br>Department of Water Development (DWD)<br>Uganda  | DWD. DANIDA   |
| July 2008 - March 2009  | Development of Management Systems for Water for Production   | Ministry of Water & Environment.<br>Uganda   | Government, Ministry of Water and Environment,<br>DANIDA          |
| June 2008 - Jan 2009    | Evaluation of ICTs in Health Care Service delivery in Uganda, Rwanda and Tanzania                            | Centre for Disease Control (CDC) - Uganda  | USAID/CDC   |
| May 2006                | Policy Review of the Role of National Medical Stores in the Public and Private Health Care Systems in Uganda | PUSRP, Ministry of Finance<br>Uganda   | World Bank  |
| July 2002 - Sept        | Strengthening of Scientific and Technical Teachers Education Project - installation of equipment             | Ministry of Education and Sports<br>Uganda   | ADB   |
| 1998-1999               | 2002   | Development of a Master Plan for Meat production in Uganda                           | Olweny Swamp Rice Irrigation Project                              |
| 1998-1998               | 1998   | Small Towns Water and Sanitation Project   | EIA of Bujagali Hydro-Electric Power Project                      |
| June 1990 - Nov         |  |  |   |



| Year      | Project Name  | Client  | Donor / Source of Funds     |
|-----------|---|---|-----------------------------|
| 1996-1997 | Health Sector Study for the Rehabilitation of Mbarara Regional Hospital         | Ministry of Health - Uganda                           | ADB                         |
| 1995      | Design of a Credit Study for Hoima and Kibaale Districts                        | Ministry of Local Government Uganda                   | IFAD/ Belgium survival fund |
| 1994-1995 | Secondary Education Policy Studies( Cost and Finance)                           | Ministry of Education and Sports Uganda               | WorldBank                   |
| 1994      | Study and Restructuring of PLAN INTERNATIONAL Uganda                            | PLAN International Uganda                             | PLAN International          |
| 1993-1994 | Feasibility Study for the Rehabilitation and Improvement of PTA sponsored Roads | Ministry of Works Transport and Communication Uganda. | ADB                         |
| 1992-1996 | Study to Determine Allocation of US\$ 49M of CDC, EIB and World Bank            | Uganda Electricity Board                              | CDC; EIB and World Bank     |
| 1993      | Study to Improve the operational Efficiencies of Bank of Uganda                 | Bank of Uganda  | World Bank                  |
| 1992      | Design Works for the 132 KV Transmission Line and substation for Masaka-Mbarara | Uganda Electricity Board                              | European Investment Bank    |
| 1991-1992 | Co-operative Agric & Agri-business Support Project                              | USAID - Uganda  | USAID                       |
| 1991-1992 | Masese Women's Housing Development Project evaluation                           | DANIDA and African Housing Fund - Uganda              | DANIDA                      |





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