

FORM TECH-1: BACKGROUND AND INTRODUCTION

1.1 Background and Introduction

1.2 Introduction

This submission has been prepared by **The Development Analyst Limited-International** in response to a request to Invitation for Technical and Financial Proposal for “**Development Comprehensive Communications Strategy for health sector in Uganda**”.

THE DEVELOPMENT ANALYST LTD-International is tendering their interest to provide the required services.

1.11 Background

The Ministry of Health is implementing the Health Sector Development Plan (HSDP) 2015/16 - 2019/20 that is aimed at achieving Uganda Vision 2040 of a healthy and productive population that contributes to socio-economic growth and national development. The goal of this Plan is to accelerate movement towards Universal Health Coverage with essential health and related services needed for promotion of a healthy and productive life. It is in the mandate of the Ministry of Health to ensure that all people in Uganda receive essential and good quality health services they need without suffering financial hardship, irrespective of one's social, cultural and economic status. The Ministry of Health can be able to realize the set aspirations in the within the HSDP if the health communication component is well coordinated. The HSDP set key objectives to be attained during the five (5) year period, which will be the basis for alignment of a comprehensive health communication plan. The set objectives include:

1. contributing to the production of a healthy human capital for wealth creation through provision of equitable, safe and sustainable health services.
2. Increasing financial risk protection of households against impoverishment due to health expenditures.
3. Addressing the key determinants of health through strengthening inter-sectoral collaboration and partnerships.
4. Enhancing health sector competitiveness in the region and globally.

In order for the health sector to achieve the set objectives, there is need to strengthen the national and local government health system including issues of governance, disease prevention, health education and promotion, provision of curative services, rehabilitation services, palliative services and health infrastructure development. All this requires a coordinated comprehensive communication strategy that will harmonize all health communication related issues in the health sector, for a more guided and coordinated approach to health related issues, including emergencies and disease outbreaks.

The goal of the consultancy therefore is to develop an evidence-based health communication strategy for the Ministry of Health that will comprehensively improve its internal and external public health communication issues and to the attainment of the objectives of the Health Sector Strategic Plan, with emphasis on social and behavior change for prevention of diseases and promotion of health.

The specific Terms of Reference for the consultancy are:

1. Carry out desk research to get insights into the overall health sector communication activities, establish communication needs and gaps and highlight stakeholder communication expectations and recommendations.

2. Undertake stakeholder analysis and mapping to identify their comparative strengths, define their communication roles and responsibilities and propose appropriate mechanisms of engagement.
3. Conduct a baseline assessment of the current state of public and stakeholder perceptions of the health sector to be addressed in the communication strategy
4. Conduct a communication audit to appraise the MOH and sector's communication capacities in terms of human, material, and technological resources, information products, communication-related functions and institutional arrangements.
5. Develop Communication Guidelines for the health sector that are responsive to MoH's mandate and objectives.
6. Develop a framework how the Health Education, Promotion and Communication Department can harmonize all health communication issues for the health sector, and also build capacity for the department to be able generate, process and disseminate health information in the country. The Ministry through the support of UNICEF intends to apply part of the proceeds to payments for hire of consultancy services.

1.12 The Request

The Consultant has carefully studied the RFP and relevant documents and therefore do prepare Technical and Financial Proposal in providing the required services. The Technical and Financial Proposals seeks to give the client a summary of professional capability and experience in designing and implementing such strategies and tasks as requested by the Client. It also seeks to explain how the Client will benefit from the wealth of our varied, joint experiences and technical expertise of working with Government Departments and various development agencies in the areas of Public Relations, Brand Positioning and Marketing and Strategic Communication implementation, monitoring and evaluation.

The Consultant has elaborated Technical Approach and Methodology, as well as Activity Schedule. In addition, it has provided detailed information on the technical, administrative and support staff, as well as other required resources to execute the assignment. Besides, it has provides quality assurance and reporting mechanism for the Consultancy.

This Technical Proposal is structured in four (4) parts:

Form Tech-1: Background and Introduction

Form Tech-2: Consultants' Experience and Reputation

Form Tech-3: Consultant's Recent Accomplishments in Consultancy during the last five years that best Illustrate Qualification

Form Tech-4: Technical Approach and Methodology

Form Tech-5: Team Composition and Responsibility

Form Tech-6: Activity Schedule

Form Tech-7: Quality Assurance and Reporting

From Tech-8: Risks and Mitigation Measure

1.13 Justification of the proposal

It is based on positive self-assessment and on the guarantee that the Consultant fully understands the Terms of Reference (ToRs) and meets the requirements necessary to satisfactorily execute this assignment and that all the experts fielded will be available for the full duration of the assignment. The following backs this;

- a) The Consultant has an in-depth knowledge and comprehensive understanding of:
 - UNICEF 2018-21 Communications for Development Strategy
 - UNICEF 2017 Report on **Communication** for Development (C4D)
 - The Government Communications Strategy 2011-12
 - Health Sector Development Plan 2016/17-2019/20
 - Nutrition Advocacy and Communications Strategy 2015-19
 - The Multi-Sectoral Communications Strategy for Adolescent Girls 2017
 - Uganda Communications Strategy for Rational Use of Medicine 2009
 - UNICEF Report for Communications for Development 2017
 - Writing Communications Development Strategy, 2008
 - Reports (bi- and Annual Reports) 2008-2012
 - Discussion and Research Papers
 - Project Documents
 - Annual reviews reports
 - Quarterly and Annual Project performance Reports

FORM TECH-2: CONSULTANTS ‘REPUTATION AND EXPERIENCE

2.0 About THE DEVELOPMENT ANALYST LIMITED-

INTERNATIONAL 2.01 BRAND ORIGIN

Our motto, “we create brand demand...” is self defining. We pride ourselves being the black sheep in the herd, because we always look for the extra in ordinary and the above in average to deliver delightful results to our clients that can make the preferred brand amongst the target group.

At The Development Analyst Limited – International Strategic Communications and Public Relations Agency (www.devanalyst.org), our core competency is Strategic Communications and Public Relations, Brand and marketing at its quintessence, because we strongly believe that the success of every business is rooted in their adoption of the “Strategic Communications and Marketing Concept”, where we identify our customers’ needs, anticipate and subsequently satisfy them. The essence of excellence

VISION

“To Achieve an outstanding customer satisfaction.”

MISSION

Our vision at The Development Analyst Limited- International strategic communications and

public relations Agency that provides one -stop solution for strategic communications, public relations, brand management, event management, experiential marketing, promotion and business development partner and entertainment service provider of choice communications.

The Development Analyst Limited- International Marketing and Promotions Agency is committed to working with clients to enable them define and clarify their marketing and communication objectives, sieve the information requirements of their audiences and subsequently develop creative and relevant tools to align the two.

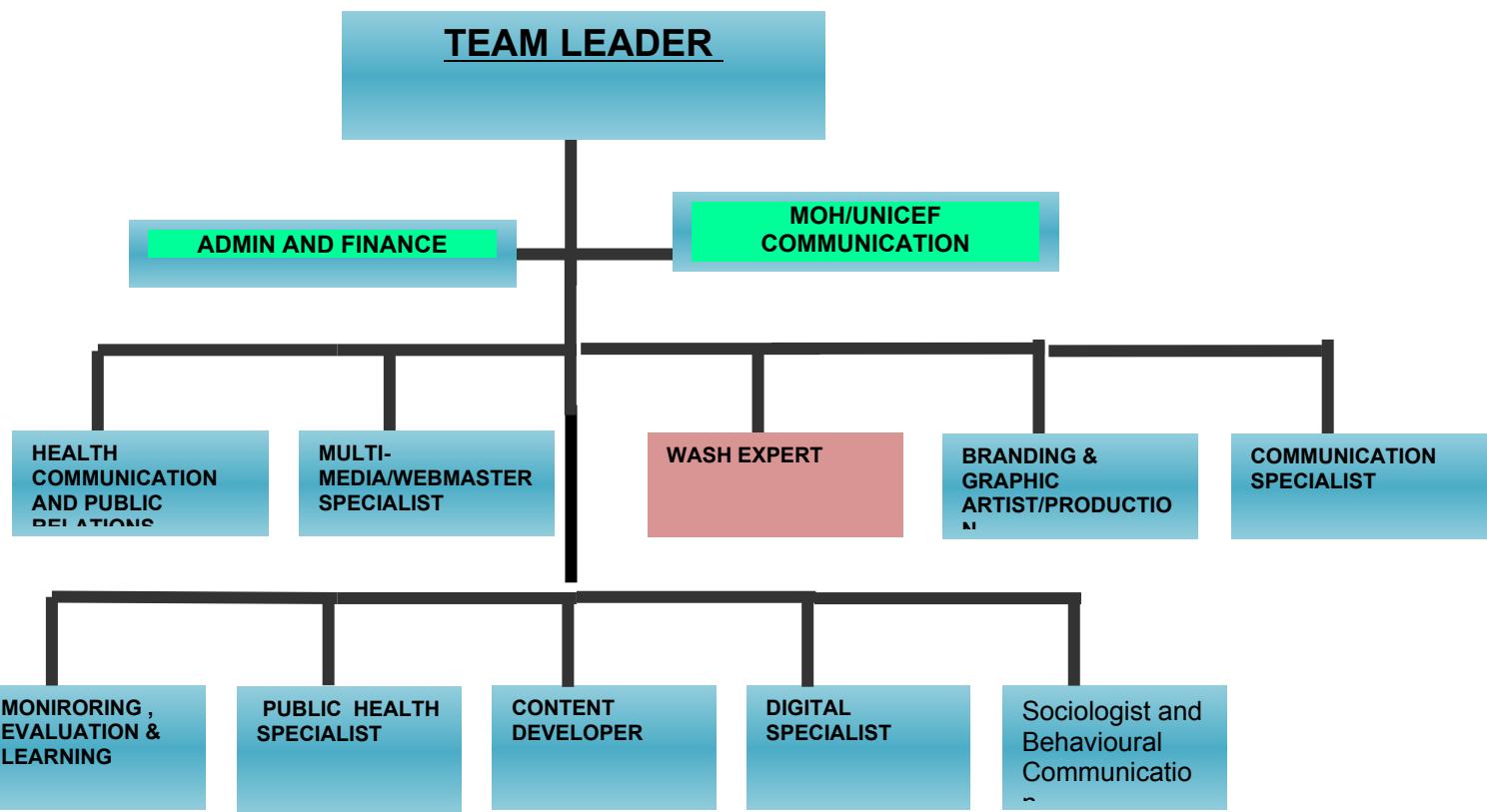
With over 25 dedicated and experienced permanent staff and 120 temporary (on-call) staff, The Development Analyst Limited- International Marketing and Promotions Agency continuously builds on its capacity to deliver what our clients want. Our cross functional approach allows us to understand issues from multiple angles and thereby enables us to create innovative marketing and events solutions for your business.

OUR VALUES

- Positive Attitude
- Mutual Respect

- Integrity
- Fun
- Responsibility
- confidentiality

Figure ...: IMPLEMENTATION FRAMEWORK



The Team Leader/Account Manager is the main contact / Liaison with the Client- with support from the National Technical Committee (NTC). The NTC will responsible to the Ministry Policy Body.

2.2 KEY COMPETENCES AND STRENGTH

a) Strength and Success factors

The Development Analyst Limited - International Strategic Communications, Public Relations, Marketing and Promotions Agency is a professional company dedicated to the development and execution of out-of-the-box concepts that will increase your brand visibility, brand adoption, increase market share, subsequently grow your sales, and enhance brand recall.

We achieve this through the adherence to a strict Strategic Communications, Public Relations, Concept Development, Marketing, and Promotions Agency amongst others includes:

Our services portfolio includes:

a) Strategic Communications Services (SCS)

- Development of Integrated Marketing, Communications and PR Strategies
- Communication research covering; Stakeholder scoping and mapping studies, Communications Audits, Knowledge Attitude and Practices (KAP) Assessment, Market Research and Customer Satisfaction Surveys.
- Issue Specific and Crisis Stakeholder Communications Management
- Special Projects Campaigns, product launches and brand positioning communications

b) Tactical Communications Services (TCS) implementation covering the following areas;

- Implementation of Communication Strategies and Public Awareness Campaigns.
- Public and Media Relations Corporate representation
- Stakeholders Relationship Management; advocacy and lobbying
- Media Planning and buying
- Mobile Promotion and Education
- Event Planning and Management
 - Design and production of both electronic and print information, education and communication materials.
- Design and management of interactive websites (see www.devanalyst.org).

c). Experiential Engagement Activities

- Essay Competition
- Music festival
- Theatre for Development.
- Caravan road shows
- Debate Competition
- Stakeholders Workshops

- Retrospective Analysis of Previous Campaigns/Concepts
- Current Market Analysis
- Trends Review and Analysis
- Research
- Concept Brainstorm
- Feasibility Evaluation
- Optimal Idea Generation
- Concept Testing
-

d) Experiential Marketing

In markets where brand uniqueness and differentiation is critical to its success, the genesis of “experiential” as a means of bringing brands to life was the signaling of a new era. We use creative, captivating, and cutting edge concepts to stimulate the five senses resulting in significantly re-enforced brand recall. Experiential simply put is built on the principle, “*tell me I forget, show me I remember, involve me and I'll understand...*”

i. Direct Sales & Marketing

The Development Analyst Limited- International Marketing and Promotions Agency diversified its portfolio and is the partner of choice for many companies and service providers in a market where the traditional forms of advertising (radio, print media, TV etc...) may need substantiating. With our direct sales and marketing team, The Development Analyst Limited-Marketing and Promotions offers value for money and targeted marketing techniques that are highly effective. Our direct marketing techniques include:

- Bulk SMS Marketing
- Direct Mail/Email In-
- Bar Promotions In-
- store Promotions
- Promoters & Sales Executives
- Personal Selling

ii. Events Management

The Development Analyst Limited-Marketing and Promotions helps clients achieve their objectives through the development and execution of customized, meticulously planned special events through orchestration of our innovative, creative, well-planned and hands-on-tactics. Our areas of specialization include:

- Concert Promotions (Album launches & Anniversary celebrations for Radios, TVs etc)
- Weddings, Introductions, Birthdays, Baptisms, Parties etc...
- Corporate Team-building Activities
- Events Marketing and Promotion
- Videography and Photography
- Events Décor and Hospitality
- Events Equipment (Sound, Lights, Stage, & Special Effects) Events
- Technical Support and Production
- Events Entertainment

b. COMPETITIVE ADVANTAGE

Unique aspects of our enterprise that differentiate us from competition include:

i. Client Focus

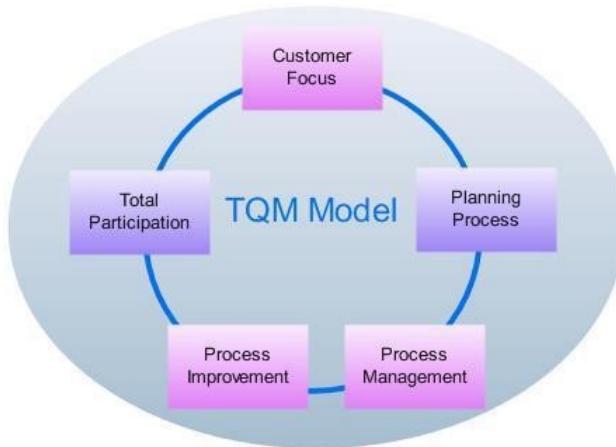
Clients are at the centre of our efforts. The Development Analyst Limited-Marketing and Promotions is driven by a conviction that the success of every engagement is based on a deep understanding of our clients' needs, their brands, their objectives, the market in which they operate, and all the macro and micro factors that influence the dynamics of their business.

ii. Value Addition

Philip Kotler once said that "*We have to look beyond the 4Ps (Product, Place, Promotion, and Price). Value addition to the customer is more important than the product itself...*" With the continual growth of the media and digital platforms, consumers are significantly more aware and discerning. Hence by providing value over and above their expectations, not only do we exceed their thresholds of delight but we also create brand loyalty.

iii. Total Quality Management style

The Development Analyst Limited- Marketing and Promotions has designed a number of management systems throughout the company with a strong focus on process measurement and controls, geared to ensure that we maintain high quality standards and consistently exceed customer requirements. The team is challenged to continually improve in all aspects of the company which is tracked with a performance barometer.



c) Experience

THE DEVELOPMENT ANALYST LTD-INTERNATIONAL is proud of its many years of experience in providing comprehensive and integrated communication solutions that covers all the span of a communication cycle.

- From assessment and research to determine baseline statistics, customer satisfaction surveys, communication audits and Knowledge, Attitude and Practices Assessment, as well as impact assessment,
- To develop and implement Communication and Knowledge Management, Advocacy, Social Mobilisation and Public Relations Strategies,
- To provide Public and Media Relations; Media Production, Planning and Placement, Advertising Development and Management of Marketing and Customized Outreach Programs; Public Awareness Campaigns, Communication Research; Communication Strategy Development in which it has developed various Information Education Communication (IEC) materials; Design and Production of Printable Marketing Tools and Materials; and Designing and Management of Interactive Websites
- Our practice covers awareness and education campaigns, business-to-business promotions, business to consumer mass campaigns, issues promotions, social marketing and community mobilization programs aimed at influencing opinion, increasing participation, increasing product/services use in the market, and creating behavioral change among the target group(s).

We focus on sectors like: Strategic and Development Communication, Organisational management, Public Relations, Rural Development, Civil Society & NGOs, Education, Energy, Food Security, Gender, Health, Humanitarian Aid & Emergency, Micro-finance, Poverty Reduction, Procurement, Social Development, Trade, Youth, Monitoring & Evaluation, Training, Information & Communication Technology, Institutional Development & Capacity building, Communication and Media Agency for Funding agencies and their portfolio. We have worked with, AfDB, AusAid, EBRD, European Commission, EIB, IADB, UNDP, and others.

- **Other Focus Areas:**

Consultancy

At The Development Analyst Ltd, we offer integrated advisory and consulting services to companies, institutions and governments, development partners. We provide our clients with strategic policies and operating processes and provide international advisory services on:

- Rural and Agricultural Development, Health Systems Strengthening, Water and Sanitation, Monitoring and Impact Evaluation of Communication, Media and Outreach Strategies.
- Tactical Communications Services (TCS) covering the following areas; Implementation of Communication Strategies and Public Awareness Campaigns, Design and Production of Information, Education and Communication materials, Product Education and Awareness Campaigns, Experientials, and an interactive program for social marketing, Public and Media Relations and Event Planning and Management
Design and Management of interactive websites
- Gender integration, Monitoring and Evaluation, Training and Capacity building, and
- Communications and Knowledge Management.

These have been applied in a variety of sectors including economic growth, democracy and governance, infrastructure and natural resource management, health and education. We also have experience in Business and private sector development, change management in organisations and drawing up policies and strategies

All applied in a variety of sectors including Rural development, Agriculture, Health, Water and Environment, Economic growth, Democracy and Governance, Infrastructure and Natural Resource management, Climate change and Education

Capacitation

The Development Analyst Ltd has a comprehensive **experience** in training and in know- how transference within the field of the Communication, Public Relations and Outreach Campaigns, Information and Communication Strategies, Organisational and Change management, Project Development and management, Monitoring, Documentation and Impact Evaluation, Knowledge Management and Private Sector Development. This background allows us to constantly perfect the working methods we use in workshops and seminars, in such a way that they constitute a clear added value. The Detailed Training programme

Our training services follow these basic principles:

- Simple concepts, neatly expressed.
- Practical and interactive teaching.
- Logical approaches.
- Analysis of real cases.
- Debates, tests and questions.
- To provide the participants a "tool box"

Technical Assistance

The Development Analyst Ltd - International Marketing and Promotions Agency actively works in providing technical assistance to emerging and developing countries in all phases of the project cycle.

- Communication Research and Planning
- Development, Execution and Monitoring and Impact evaluation of Strategic Development and Project Communication programmes.
- Planning and Execution of Public and Media Relations
- Media Research, Planning and Execution
- Social Mobilisation and Advocacy
- Media Engagement
- Placement and Advertising in Development Analyst regional Publication
- Develop and production of Information Education Communication (IEC) materials
- Design and Management of Interactive Websites
- Development & Implementation Information and Knowledge Management Strategies
- Monitoring, Documentation and Impact Evaluation Identification and design of programmes and projects
- Technical and financial implementation of projects and programmes
- Management and running of project management units Management of 'framework contracts'
- Intermediate and final evaluation and monitoring
- Change management in organisations
- Drawing up policies and strategies

Studies and Research

The Development Analyst Ltd - International Marketing and Promotions Agency conducts assessment and research to determine baseline statistics, customer satisfaction surveys, and Knowledge, Attitude and Practices Assessment, and impact studies, as well as developing as a support tool for our clients. In elaborating studies, The Development Analyst Ltd applies the following principles:

- Precision in the analysis, applying acknowledged methodologies Focus on obtaining added value, including conclusions and practical recommendations
- Quality of the final deliverables: studies with useful contents that are easy to comprehend

Project Evaluation

The Development Analyst Ltd - International Marketing and Promotions Agency is a specialist in evaluating and monitoring programmes and projects for aiding development. It uses widely verified methodologies that are employed by the main international donors, focusing on relevance, efficacy, efficiency, sustainability and impact.

- Baseline formulation and feasibility studies
- Intermediate evaluation
- Project monitoring and follow-up
- Final evaluation

Institutional Strengthening

The Development Analyst Ltd- International Marketing and Promotions Agency provides assistance for the establishment and development of public and private institutions aimed at fostering economic and social development.

- Strategic advisory services
- Organisation and structure
- Design and start up of products and services
- Financing
- Hiring and training of personnel
- Operating systems and processes
- Comparative analyses and benchmarking
- Performance evaluation
-

Project Management

The Development Analyst Ltd- International Marketing and Promotions Agency has extensive experience in the integrated management of local, national and international projects. Our experience includes the management of complex and multi- country projects with multiple beneficiaries. The Development Analyst Ltd professionals have an in-depth understanding of the procedures of the main international donors (EU, World Bank, etc.).

- Establishment and management of 'Project Management Units'
- Management of 'framework contracts'
- Grant programmes and competitiveness funds
- Budget support
- Outsourcing of business support services
-

d) Our Strength and Key Success Factors

The Development Analyst Ltd-- International Strategic Communications, Public Relations, Marketing and Promotions Agency has gained relevant experience and capability through handling similar assignments for other government agencies and institutions in Uganda, Rwanda, Tanzania, Nigeria, South Africa and Tunisia. Some of our unique strengths and key success factors include:

i. ***Experience in Design and Rollout of Communication Strategies***

With experience of over 20 years in active communication research, designing communication strategies; media production, planning and placement, media and public relations; implementing product promotions, and public awareness campaigns. The firm is well placed to develop and rollout the communications strategy for Ministry of Water and Environment (MWE). We also have prior experience in providing communications activity support for public policies' promotion and rallying participation on new policies and programmes that will be become an added advantage for this assignment. We have offered similar services to public institutions and government agencies including but not limited to;

- Trademark East Africa
- Ministry of East African Affairs(MEACA) East
- African Community (EAC)
- The Parliament of Uganda, Uganda
- Ministry of Energy and Mineral Development -
- Uganda
- Ministry of Water and Environment-Uganda
- National Agricultural Advisory Services-Uganda
- National Agricultural Research Organisation-
- Uganda
- African Development Bank (AfDB)
- Lake Victoria Regional Local Authorities Association (LVRCA)
- Election Commission of Uganda
- Energy for Rural Transformation (ERT) Project,
- Private Sector Foundation Uganda,
- Uganda Investment Authority, Capital
- Markets Authority (CMA)
- Rwanda Development Board (RDB-IT).
- Rwanda Revenue Authority (RRA)
- UNDP Lesotho
- UNDP Uganda
- UNICEF Nigeria

ii. Experienced Team: With an in-house team that is complemented by Associate Expert Consultants where necessary for any given assignment. Th firm team has the capacity to undertake assignments of national, regional and international standards. In addition to the consulting team, we have in place a technical team responsible for implementation and activation of concepts for tactical communication activities that manage design of creative

concepts, production of communication tools. Among the team are experts that have experience in communication research, strategy development and have been involved in development of communication strategies for both local and regional clients.

For this assignment, we have taken care to include on the team people with experiences and knowledge of the uniqueness of the **Strategic Communication, Communications for Development, Change Management, Public Relations and Public Health, Brand and Marketing and Outreach Campaigns**

Established infrastructure

The firm has the required infrastructure to manage assignments of any size and will embark on this assignment without delay. In addition, the established technology and our regional presence will allow for the engagement and benchmarking with similar institutions from across the region. With a fully established office in Kampala, **Plot 9, Dewinton road**. We have a staff complement of 50 professional and support staff across the region complemented by several associate consultants, necessary office equipment and software in Uganda required carrying out such an assignment to the detail.

- iii. Quality Assurance:** The Development Analyst Ltd-International is the only Strategic Communication, Public Relations, Knowledge Management, Brand Management, Marketing and Monitoring and Evaluation service provider in the region that has established Quality Management Systems that will enable it to ensure and manage the quality of service delivery.
- iv. Strategic Partnerships:** In recognition of the dynamism of the market needs within a global economy, we have signed strategic alliances and partnership agreements with international consulting firms in regions where we do not have a physical presence. The team has capability and capacity to do handle any assignment of any size and in any region. The pool of associate experts is derives from the best from all over the world, Europe, USA, India, South Africa and Western Africa.
- v.** These include, among others; Pinnacle PR in the UK; Rural Brands in South Africa; Midland Corporate Services in Zambia; EA Brands Scape in Kenya; and finally with the Huntsworth Group (Grayling, Citigate and Hunthsworth Health) in the UK, with whom we have a special formal strategic partnership in which they provide any required technical expertise we may not have locally in Uganda. We also have signed partnership agreements with production houses such as Fireworks advertising, Media plus, designer net and work very closely with our main suppliers and the media houses to support timely execution of any given related assignment.

The Development Analyst Ltd - International Marketing and Promotions Agency has gained relevant experience and capability through handling similar assignments for 20 years at National, Regional and International level in government agencies and institutions in Uganda, Rwanda, Tanzania, Nigeria, Tunisia, UK and Beyond.

The related assignments include, among others;



- The Communication campaigns conducted in NIGERIA to promote Routine Immunisation and polio eradication in Northern Nigeria (2009-2011)



Music/Dance Recorded, Multiplied and demystified to reach Millions in the EAC region

Teso Akebe

i) Local Musician at regional level

Dizi-Dizi Song



Lusoga Rivalry



2.3 KEY COMPETENCES AND STRENGTH

3 Destination in USA and Canada Markets).

2.03. Firms' Financial Stand

Entity Standing

The Development Analyst Limited-International firm's net-profit and profit before tax for 2016/17 is about 5.8 billion and 72 billion, respectively (Table 1). This is an indication that the firm has the financial muscle to conduct the national survey successfully.

4 Table 2: Firm's net-profit and profit before tax for 2016/17 in the last two (2) years

| Item | Descriptions | Year:2016 In US\$(000.000) | Year:2015 In US\$(000,000) |
|------|--|-------------------------------|-------------------------------|
| a. | Current Assets | 10,100 | 5,750 |
| b. | Fixed Assets (Property, Plant & Equipment - PPE) | 7,000 | 5,280 |
| c. | Total Assets [a + b] | 17,100 | 11,030 |
| d. | Current Liabilities | 6,600 | 2,450 |
| e. | Long-term Liabilities | 15,000 | 8,450 |
| f. | Total Liabilities/debt [d + e] | 21,600 | 10,900 |
| g. | Equity [c - f] | 4,500 | 130 |
| h. | Capital Employed and Liabilities [f + g] | 26,100 | 11,030 |
| i. | Net Sales (Revenue) | 99,430 | 31,900 |
| j. | Total Expenses (Selling and Administration) | 27,457 | 15,175 |
| k. | Profit before Tax[i - j] | 71,973 | 16,725 |
| l. | Profit tax | 13,000 | 3,000 |
| m. | Profit after Tax (Net Profit) [k - l] | 58,973 | 13,725 |

PLANNED LOGISTICS AND FACILITIES FOR THE EXECUTION OF SERVICES.

The firm has in place equipment, space and creative and production studio for the Execution of the Services (See Table 3).The other services such as media(Radio, TV, Print etc) shall be outsourced to pre-qualified service providers.

Table.3: The equipment, space and creative and production studio for the Execution of the Services

| ITEM OF EQUIPMENT | DESCRIPTION | AVAILABLE | CONDITION | OWNERSHIP |
|-----------------------|-------------------------------|-----------|-----------|--------------|
| Customizes Rig Trucks | FUSO Fighter 1990 | 3 | V. Good | Agency Owned |
| | FUSO Fighter 2002 | 1 | V. Good | Agency Owned |
| | FUSO Fighter 1992 | 1 | V. Good | Agency Owned |
| | FUSO Fighter 1989 | 2 | V. Good | Agency Owned |
| | Mitsubishi FUSO FK415K-740147 | 1 | V. Good | Agency Owned |
| | Mitsubishi FUSO FK41JZ-540084 | 1 | V. Good | Agency Owned |
| LanLandcruiser 2000 | 200 Model | 2 | V. Good | Agency Owned |

| | | | | |
|------------------------------------|--------------------------|---------------------------------|---------|--------------|
| Office Car | IST | 1 | V. Good | Agency Owned |
| Office Car | Premio | 1 | V. Good | Agency Owned |
| VAN | ISUZU ELF – UAL 893L | 1 | V. Good | Agency Owned |
| Cameras | Nikon D3000 and Canon | 6 | V. Good | Agency Owned |
| Video Cameras | SONY | 4 | V. Good | Hire |
| PA Sound System | Pioneer and JBL | 12 Units | V. Good | Agency Owned |
| Generators | Honda | 12 | V. Good | Agency Owned |
| Vans - MPU | Toyota Haice | 5 | V. Good | Agency Owned |
| Pick Up trucks | Toyota VIRO Double Cabin | 1 | V. Good | Agency Owned |
| Tents and Chairs | PVC & Plastic | All can be provided if Required | V. Good | Agency Owned |
| Computers/Laptops | Dell | 20 | V. Good | Agency Owned |
| CerCCreative and Production studio | Studio | 1 | V. Good | Agency Owned |

5

TECH-3 . Consultant's Recent Accomplishments in Consultancy during the last five years that best Illustrate Qualification

OUR CLIENTS

During the years, The Development Analyst Limited-Strategic Communications and Public Relations and Sister Company, Balaam Marketing and Promotions are proud to have built robust partnerships with organizations from various industries, sectors, and areas of operation including corporations, SMEs, media, not-for-profit, and government i.e.

3.1 The Development Analyst Limited-Marketing and Promotions and Balaam Marketing and Promotions

Summary of The Development Analyst Limited-Marketing and Promotions and Balaam Marketing and Promotions

| Summary of The Development Analyst Limited-Marketing and Promotions and Balaam Marketing and Promotions | | | | |
|---|--|--|--|--|
| 1. The Electoral Commission of Uganda. <u>Contact person:</u> Head of Civic and Voter Education Dept. | Provision of Voter Education Roadshows For The Youth, Older Persons & Persons With Disabilities (PWD) On Behalf of The Electoral Commission Of Uganda The services provided in Consortium with Balaam Marketing & Promotions Ltd and Collage for Professional Development. The services included; <input type="checkbox"/> Mobilization and training of Voter education team <input type="checkbox"/> Conduction of Voter education road shows in all 112 districts of Uganda <input type="checkbox"/> Production and Distribution of voters materials <input type="checkbox"/> Educating using Various methods including: media, Talkshows. <input type="checkbox"/> Interact with the voters as well as stakeholders and receive feedback on behalf of the | 2 months July 15th– 13th August 2015 | 1.6 Billion EC/SRVCS/2014-2015/00893) | |

| | | | |
|---|---|--|-------------|
| 2. Airtel UG: <u>Contact person:</u> | National Trade Roadshows activities | Activations RIG 6months and promotion July 2013 – Jan 2014 | 761 Million |
|---|---|--|-------------|

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| | | | | |
|-----|--|---|---|--------------------------------|
| | Procurement Manager Michael Oponya 0752670080 Airtel UG: <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: | Market Research | 3months 15/01/2014 | 23 Million |
| 3. | <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: | National Trade Activations RIG Roadshows and promotion activities | 8months March - Oct | 1.6 Billion |
| 4. | <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: | National Trade Activations RIG Roadshows and promotion activities | 2014 6months, from 03/12/2015 | 456 Million |
| 5. | <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: | National Trade Activations RIG Roadshows and promotion activities | 03/12/2015 1month from 26/03/2015 | 64.8 Million |
| 6. | <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: <u>Contact person:</u> | National Trade Activations RIG Roadshows and promotion activities Product Education | Jan – April 2015 | 300 Million 100 Million |
| 7. | <u>Contact person:</u> Procurement Manager Michael Oponya 0752670080 Airtel UG: <u>Contact person:</u> | National Trade Activations RIG Roadshows and In-bar promotion activities | 3months 2015 | Annually 456 Million |
| 8. | Procurement Manager Michael Oponya 0752670080 | National Trade Activations RIG Roadshows and In-bar promotion activities | Retainer | 4 Billion |
| 9. | EABL <u>Contact person:</u> | Supply of Metallic ballot boxes | | 2 Billion |
| 10. | EABL: <u>Contact person:</u> | Trade Rig Promotion | 3months Mar – May 2015 | |
| 11. | The Electoral Commission <u>Contact person:</u> Procurement | Trade Rig Promotion Activations | 2.5 months Feb – April | 851 Million |
| 12. | Dept; 0312211050 MTN Southern Sudan <u>Contact person:</u> Head of Procurement Toyin Oluwa Layode | Trade Rig Promotion Activations | 2015 6 months April – Oct 2014 | |
| | +211922904050 MTN Southern Sudan <u>Contact person:</u> | | 5 months | |
| | | | | |

| | | | | |
|--|--|--|-------------------|--|
| | Head of Procurement Toyin Oluwa Layode +211922904050 | | Mar – Aug 2015 | |
|--|--|--|-------------------|--|

3.2 The Development Analyst-International

The Development Analyst-- International Strategic Communications, Public Relations and Marketing and Promotions Agency has accomplished a number of nation-wide and International assignments for a variety of development organs in related field and these include:

| Ref. | Project Title | Consultancy Services for development and implementation of comprehensive communications strategy for national dialogue and reform process government of Lesotho. | | | | | | |
|---|----------------------|--|---|-----------------------|-----------------------|-------------------|--|---|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Lesotho | 100,000 | 100 | 9 | Government of Lesotho | UNDP Lesotho | Dec.2018-June,2019 | NIL |
| Description of the project Consultancy Services for development and implementation of communications strategy for national dialogue and reform process government of Lesotho. | | | | | | | Type of services provided | |
| Deliverables: | | | | | | | <input checked="" type="checkbox"/> Communication Strategy development | <input type="checkbox"/> Develop communications and information materials |

| | |
|--|--|
| <p>A) Develop Reforms Communications Strategy</p> <p>B) Develop communications and information materials and messages</p> <p>C) Training of NDPC, GoL Reform Team and Media</p> <p>D) Provide strategic advice to NDPC, Reform Team and media in the implementation of strategy</p> <p>E) Conduct training of NDPC, GoL Reform Team and Media</p> <p>F) Conduct pre and post campaign to inform the implementation</p> | <p><input type="checkbox"/> Provide strategic advice in Conduct training of NDPC, GoL Reform team and Media</p> <p><input type="checkbox"/> Evaluation and Reporting</p> |
|--|--|

| Ref. | Project Title | Consultancy Services to Support Bank Of Uganda Develop Communications Strategy undertake Communications/public awareness for Golden Jubilee for Bank of Uganda | | | | | | |
|---|----------------------|--|---|-----------------------|----------------------|----------------------|--|-------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda | 50,000 | 100 | 5 | Bank of Uganda (BOU) | Bank of Uganda (BOU) | Oct-Dec. 2016 | NIL |
| Description of the project Consultancy Services to Support Bank Of Uganda Develop Communications Strategy undertake Communications/public awareness for Golden Jubilee for Bank of Uganda | | | | | | | Type of services provided | |
| Deliverables: A) Develop Campaign strategy and campaign messages and materials B) Pitch awareness campaign through multi-media and community engagement C) Conduct pre and post campaign to inform the implementation | | | | | | | <input type="checkbox"/> Communication Strategy development <input type="checkbox"/> Execution media and engagement strategies <input type="checkbox"/> Monitoring Media, Engagement , Public Relations, Digital | |

| | |
|--|--|
| <p>D) Develop Campaign strategy and campaign messages and materials e.g Maiden Golden Jubilee Magazine</p> <p>E) Pitch awareness campaign through multi-media and community engagement</p> | <p>Communication and Media</p> |
| <p>F) Conduct pre and post campaign to inform the implementation</p> | <p><input type="checkbox"/> Evaluation and reporting</p> |

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| Ref. | Project Title | Consultancy Services for an awareness campaign on the benefits and opportunities of East African community (each) regional integration for the ministry of East African Community Affairs (MEACA) Uganda | | | | | | |
|--|----------------------|--|---|-----------------------|--|-------------------|--|------------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda | 300,000 | 50 | 20 | Ministry of East Africa Community Affairs (MEACA) | Trademark EA | Jan-Dec. 2015 | JV Fireworks Advertising Ltd |
| Description of the project | | | | | | | Type of services provided | |
| Consultancy Services for an awareness campaign on the benefits and opportunities of East African community (each) regional integration for the ministry of East African Community Affairs (MEACA) Uganda | | | | | | | <input checked="" type="checkbox"/> Communication <input checked="" type="checkbox"/> Strategy development <input type="checkbox"/> Execution media and engagement strategies <input type="checkbox"/> Monitoring Media, Engagement , Public Relations, Digital Communication and Media | |
| Deliverables: | | | | | | | A) Develop Campaign strategy and campaign messages and materials B) Pitch awareness campaign through multi-media and community engagement C) Conduct pre and post campaign to inform the implementation D) Develop Campaign strategy and campaign messages and materials E) Pitch awareness campaign through multi-media and community engagement | |

| | |
|---|---|
| F) Conduct pre and post campaign to inform the implementation | <input type="checkbox"/> Evaluation and reporting |
|---|---|

| Ref. | Project Title | Consultancy Services to develop and implement communication strategy for the Ministry of Water and Environment(MWE), Uganda | | | | | | |
|--|----------------------|---|---|-----------------------|--|-------------------|--|-------------------------|
| Name of Legal Entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of Funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd-International | Uganda | 200 | 100 | 8 | Ministry of Water and Environment(MWE) | World-Bank Group | Oct.15-April 16 | Nil |
| Description of the project <p>To build consensus on the priority communication/Public Relations activities. To select and target critical audiences for communications</p> <p>To develop a positioning strategy for programmes and projects in the targeted</p> <p>To execute the strategies with aim of increasing and promoting participation of clients and key stakeholders in the Ministry activities and services</p> | | | | | | | Type of services provided <ul style="list-style-type: none"> <input type="checkbox"/> Communication Strategy development <input type="checkbox"/> Execution media & engagement strategies <input type="checkbox"/> Develop campaign messages & | |

| Ref. | Project Title | CICS 11 Communication and Outreach Plan | | | | | | |
|---|---------------|---|---|-----------------------|----------------|-------------------|--|--------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin Of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda | 20,000 | 50 | 4 | CICS | SIDA | May-June, 2014 | Entrepreneurial Partners |
| Description of the project: Develop and implement the communication strategy and outreach plan | | | | | | | Type of services provided | |
| 1. Develop and elaborate Communication and outreach Strategy ; 2. Capacity Building of Staff in planning, implementation and monitoring 3. Develop guidelines for implementation, monitoring and evaluation | | | | | | | Communication Audit; stakeholder analysis, Develop Communication Objectives and Execution Plan; Execution through media, Print, Digital | |

| Ref. | Project Title | Technical Feasibility study for establishment and conduct of awareness campaign of . Parliamentary TV and Radio in the Parliament Uganda;. | | | | | | |
|---|----------------------|--|---|-----------------------|----------------------|-------------------|---|-------------------------|
| Name of Legal Entity | County | Overall project Value(EUR) | Proportion carried out bt legal entity(%) | No. of Staff Provided | Name of Client | Origin Of Funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda | 90,000 | 100 | 5 | Parliament of Uganda | UNDP-Uganda | Jan-Dc. 2014 | Nil |
| Description of the project: Technical Feasibility study for establishment and conduct of awareness campaign of. Parliamentary TV and Radio in the Parliament Uganda;. | | | | | | | Type of services provided | |
| a)Conducted economic, financial, social, political feasibility study b) Development Business Plan c) Development Organisational Plan d) Prepared Awareness raising and promotional plan e) Conducted Awareness raising and promotional campaign | | | | | | | Feasibility Study Business Plan Organizational Plan Awareness Strategy Execution and Monitoring Awareness strategy Reporting | |

| Ref. | Project Title | Communication and Social Mobilisation Strategy for Expanded Programme for Immunisation(EPI) and Polio Eradication Initiative (PEI), Nigeria | | | | | | |
|--|----------------------|---|--|------------------------------|----------------------------|--------------------------|--|--------------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Nigeria | 100,000 | 50 | 12 | Federal Ministry of Health | UNICEF | Oct 2009-12 | Nil |
| Description of the project | | | | | | | Type of services provided | |
| Develop Communication, Media and Social Mobilisation Strategy; Conducted campaign delivery in 30 states in Northern Nigeria Monitoring, documentation and reporting the campaign | | | | | | | Communication Strategy development; Execution of media, Public Relations, digital, and Engagement Strategies Documentation, amplification and Reporting | |

| Ref. | Project Title | Improve Visibility of African Development Bank Group East African Centre(Uganda, Kenya, Tanzania, Rwanda, Burundi and s. Sudan) | | | | | | |
|--|----------------------------|--|---|-----------------------|----------------|-------------------|--|-------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out bt legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Tunisia and rest of Africa | 50,000 | 100 | 2 | AfDB Group | AfDB group | Marc.2006-Oct. 2007 | Nil |
| Description of the project: Improve Visibility of African Development Bank Group East African Centre(Uganda, Kenya, Tanzania, Rwanda, Burundi and s. Sudan) | | | | | | | Type of services provided | |
| 1.Give strategic guidance on issues related to communications/external relations; establish and promote quality and standards of all Bank communications materials and products in region (Strategic guidance and quality control) | | | | | | | Communication Strategy (Internal and External); Execution strategy(ies) Media, Digital and Engagement; Capacity building staff at regional offices; Website Management and Marketing; Documentation and amplification stories through media, website | |
| 2.Build, maintain or improve country, regional, and international awareness of Bank Operations, activities, partnerships, policies, principles, values, and products. The awareness should move people into action 3. Using the Bank well-articulated brand, position it as a leading, well organized, effective and efficient financing organization in the Region. Build and/or maintain a good corporate identity and image of Bank Network (Reputation/image/brand management). | | | | | | | | |

4. Establish mechanisms and structures for gathering, collection, storage and sharing of information related to the Bank Group work and products (Information storage and exchange/sharing). 5. Contribute to building the Bank Group as a knowledgeable and learning organization that actively shares and exchanges knowledge and contacts between the organisation and sites, programmes and projects, partners and the rest of the Bank Group family (Internal Communications);
6. Proactively prepare for crisis occurrences from within and without the Bank Group in the region through media tracking and analysis and timely response to media negative/complicated reports about the bank and its activities and projects;
7. Empower the Bank Group staff and other relevant actors in the region, through capacity building, to cope with communications and public relations challenges of the day, in face of the ever increasing demanding public and aggressive media (Capacity Building)
8. Strengthening external relations and project communication by designing integrated projects communication plans in order to make the Bank Visible, Credible and better understood by key Stakeholders.

and social media platforms; Resource Mobilisation and Partnership Building

| Ref. | Project Title | Develop Communication, information and Knowledge Management Strategy for Lake Victoria Regional Local Authorities Cooperation (LVRLAC) | | | | | | |
|---|---|--|---|-----------------------|---|-------------------|--|-------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda, Kenya, Tanzania, Rwanda & Burundi | 100 | 100 | 5 | Lake Victoria Regional Local Authorities Cooperation (LVRLAC) | SIDA | Jan-July 2008 | NII |
| Description of the project: | | | | | | | Type of services provided | |
| 1. Develop and elaborate Communication, information and Knowledge Management Strategy for Lake Victoria Regional Local Authorities Cooperation (LVRLAC) 2. Capacity Building of Staff in planning, implementation and Monitoring. 3. Develop guidelines for implementation, monitoring and evaluation | | | | | | | Communication Audit; Strategy Development; Capacity Building Staff and key stakeholders and develop guidelines for implementation | |

| | | | | | | | | |
|---|----------------------|---|--|------------------------------|---|--------------------------|--|--|
| Ref. | Project Title | Develop and Implement Communication Strategy for Bujagali Hydro-Power Project | | | | | | |
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda | 50,000 | 100 | 4 | Ministry of Energy and Mineral Development (MEMD) | World Bank Uganda | August-Dec. 2008 | NIL |
| <p align="center">Description of the project</p> <p>The main objective of the Communications Strategy is to inform the public about the progress in the implementation of the project and its benefits to people of Uganda,</p> <p>The strategy has three strategic objectives namely;</p> <p>a. To create awareness and understanding of the project with aim of securing and sustaining political and stakeholder support for the project;</p> <p>b. To increase the level of participation of the affected people, communities and key stakeholders in project implementation with of ensuring successful completion of the project</p> <p>c. To strengthen the capacity of the Communications and informations Units in the relevant Ministries in the implementation of the strategy.</p> | | | | | | | Type of services | Communication Audit; |
| | | | | | | | Implementation of strategy through radio, TV, Print, Digital, Website, Monitoring and documentation; amplification of | best stories Capacity building of staff,as well as Monitoring and evaluation. |

| Ref. | Project Title | Communications Consultancy For The COARD Project (Client Oriented Agricultural Research And Dissemination) SAARI, Serere, NARO UGANDA | | | | | | |
|---|----------------------|--|---|-----------------------|----------------|-------------------|---|-------------------------|
| Name of Legal entity | County | Overall project Value(EUR) | Proportion carried out by legal entity(%) | No. of Staff Provided | Name of Client | Origin of funding | Dates(start/end) | Name of partners if any |
| The Development Analyst Ltd | Uganda | 30,000 | 30,000 | 5 | NARO | DFID | May-June, 2001 | |
| Description of the project | | | | | | | Type of services provided | |
| <p>The purpose was for the consultants to assist SAARI staff and stakeholders to identify current communication needs of stakeholders (including farmers) in the project's target area and elaborate the communication strategy .</p> <p>Activities</p> <ul style="list-style-type: none"> • Review the current communication 'context' for dissemination of agricultural technologies in Northern and Eastern Uganda (brief response to NARO and NAADs initiatives in light of the project and areas, for linkages). • Identify opportunities for linkages/networks with relevant development actors in the region and make recommendations for communications activities to strengthen/develop these opportunities • Depending on outputs from the workshops, develop guidelines for project implementers (i.e. those people (extensionists, scientists, NGO officers, etc) that are awarded funds through the ATFs), | | | | | | | <p>Communication Audit; Elaborate the communication strategy; develop guidelines for project implementers (i.e. those people (extensionists, scientists, NGO officers, etc) to assist in implementation; revise communication strategy and provide recommendations activities</p> | |

which will assist them with understanding the need for information dissemination of project outputs and also guide them on how to identify, plan and conduct information dissemination activities. This will include a section on how to monitor information dissemination activities.

- Revise the current COARD project communication strategy in light of discussion held during workshops with key stakeholders and with project implementers.
 - Provide recommendations on communications activities for scaling out technologies and approaches through the target farming systems and the various agricultural development agencies in the region.
 - Provide recommendations on communication activities for scaling up the project's approach.
-

TECH 4: TECHNICAL APPROACH AND METHODOLOGY

SECTION II. PROPOSED METHODOLOGY FOR THE COMPLETION OF SERVICES

2.1 Approach to the Service/Work Required:

Please provide a detailed description of the methodology for how the organisation/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.

TECHNICAL APPROACH AND METHODOLOGY

Technical Approach

The Technical Approach to this assignment shall use participatory consultative approaches involving consultation with key stakeholders' at different stages of strategy review/development process. The reason for adopting this approach is to solicit Stakeholders' input to improve relevance, clarity, completeness, simplicity and other characteristics that facilitate understanding and proper usage by the target audiences. This will go a long way to enhance ownership, promote learning and build networks and partnerships among stakeholders that will promote sustainability in the implementation strategy. The Consultant will also use a phased approach to undertake the assignment. This will involve five (5) major phases, namely: inception, need assessment, strategy preparation, concept development, design and production of materials, website development, capacity building and assignment closure. The reason is that one phase informs the subsequent phase.

The approach to development and operationalisation of the Communication Component of Development of a Comprehensive Communication Strategy for the Health Sector shall include the review of the current strategy and inter-institutional communication arrangement at all levels. In addition, it will be generally informed by a strong bias towards informed understanding of the key issues surrounding development of evidence-based health communication strategy for the Ministry of Health that will comprehensively improve its internal and external public health communication issues and to the attainment of the objectives of the Health Sector Strategic Plan, with emphasis on social and behavior change for prevention of diseases and promotion of health. From our experience, the consultant recommends the application of the "P" Process in the designing, developing and implementing and monitoring the proposed communication strategy. The "P" process includes; expanded analysis which includes situational and audience analysis, strategic design which covers participatory processes and facilitation of groups to address issues. The first phase is identification of the audience. The second stage is identification and analysis of the needs of each of the stakeholders. The third stage is identification of the channels. The methods available for information dissemination shall be reviewed, and in the light of the stakeholders identified and the content of the information to be made available, appropriate means of communication shall be determined.

The fourth stage is preparation of the a 5 -year costed communications strategy. The fifth phase is preparation of the Communication Guidelines for the health sector that are responsive to MoH's mandate and objectives. The fifth phase development of a framework how the Health Education, Promotion and Communication Department can harmonize all health communication issues for the health sector, and also

build capacity for the department to be able generate, process and disseminate health information in the country. At this phase, the Consultant shall also develop a framework how the public relations unit can closely work with the Health Education, Promotion and Communication department. The last phase is development Standard Operating Procedures for delivery of Health Education in the country and build their capacity to implement the same. (See figure 1)

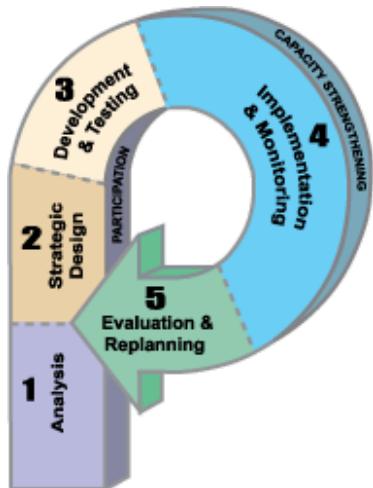


Figure 1: P-Process

The audiences include:

- i. Direct beneficiaries: these are impact investment stakeholders that are fully engaged and consulted by the **Ministry of Health to bring about social and behavior change for prevention of diseases and promotion of health for the citizens of Uganda**, namely; Officials and staff of Ministry of Health, World Health Organisation (WHO), UNICEF and non-governmental groups. **This group** benefit from receiving the campaign messages and who influence the primary target audience now or in the future.
- ii. Secondary beneficiaries: these are external individual at International, Regional, National, District and Local level. They include, among others; development partners, decision-makers, policy makers, business, Civil Society, Private sector, non-partner etc., who will be directly or indirectly involved in, or affected by or with a stake in the development and implementation of the Communication Strategy.
- iii. Tertiary beneficiaries: They include; women, men, youth communities, local leaders, local staff and general public at local level- individuals. These may be classified further as project beneficiaries namely; communities, Local leaders and public at Community and Local level.

2.2 SUMMARY OF PROPOSED METHODOLOGY

| Phase | Key Tasks | Approach | Output | Time Frame |
|---|---|---|---|------------|
| Phase 1: Mobilization and Rapid Assessment | <ul style="list-style-type: none"> • Introduction to relevant officials of Ministry of Health (MOH) and the GOL to gain understanding of the scope of work; • Consultations with project management, Health Sector Development Plan (HSDP) 2015/16 - 2019/20 ,the GOL and selected relevant key stakeholders; • Review of the background documents of the assignment, project goals, objectives and any relevant information on the project; • Identify and agree on the list of stakeholders to be consulted; • Develop consultations tools, Key informants | <ul style="list-style-type: none"> • Literature Review • Consultations • Stakeholder Mapping | i. Inception Report ii. Situation al report. 27 | 10 days |

| | | | | |
|--|-----------------------------|--|--|--|
| | interview guides, online | | | |
|--|-----------------------------|--|--|--|

| | | | | |
|---|--|--|---|--------------------------------------|
| | <p>questionnaires and FocusGroups</p> <p>discussion guide questions</p> <ul style="list-style-type: none"> • Present an Inception report and agree on detailed work plan with members of MOH. • Refine approach and agree on work plan and deliverables. | | | |
| Phase 2: Communication and Branding Audit/Assessment | <ul style="list-style-type: none"> • Carry out Communication Audit/Assessment through; <ol style="list-style-type: none"> 1. Key informants interviews with selected representatives of client, key stakeholders and Private Sector etc as per the agreed list at inception; 2. In-depth literature reviews Project document 3. Focus Groups Discussions with beneficiaries; 4. Review | <p>Desk reviews, focused Stakeholders' Consultative Meetings, SWOT Analysis, Media Content Analysis, Stakeholders' and Audience Segmentationand Analysis (KAP Analysis), Key Informant Interviews (KII),Focus group Interviews (FGDs), and Consultative Workshops.</p> <p>□</p> | <p>Communication Audit/Assessment report including a Report on the strategic advice provided to the MOH and the GOL and roll of the communication</p> <p>27</p> | <p>15days - On going for 3-month</p> |

and analysis of
case studies of
information
needs, know-
how, communica-
tion and
knowledge
flows, as well as

the assessment of transaction and opportunity costs.

5. Explore means of capturing tacit knowledge
6. Content and Media Analysis;
7. Assess the Media consumption patterns of the targeted key stakeholders

| | | | | |
|---|--|--|---|---------|
| Development Communication Strategy and Action Plan | <ul style="list-style-type: none"> • Prepare Strategy in consultation with Health Education, Promotion and Communication Department-MOH, UNICEF, and the Secretariat of the NDPC, Network Development Partners, NGOs, CSOs, and Private sector, regional Organisations etc.. • Consultation with the donors' and development partners' • Presentation to Steering Committee for input • Revise the strategy based on the comments and input provided | <ul style="list-style-type: none"> • Consultation with Client and Key stakeholders' • Steering Committee Meetings • Donors' and development partners' • Desk review and revision | Communication strategy, including key communication messages, communication channels, target audiences, a crisis communication plan, public relations and media strategy component and M&E plan | 15 days |
| Phase 4: | <ul style="list-style-type: none"> • a One (One-Conduct | <ul style="list-style-type: none"> • National | <ul style="list-style-type: none"> • Process | 4 days |

| | | | | |
|---|---|--|--|--------|
| Elaboration of the Communication Strategy and its Operational Plan) | <p>day) Stakeholder Workshop;</p> <ul style="list-style-type: none"> • Incorporate comments from the workshop participants' to Strategy and its Implementation Plan and Budget , Training Plan and Materials • Presentation to Technical Steering Committees for their input & comments • Prepare stakeholders' report | <p>Stakeholders' Workshop</p> <ul style="list-style-type: none"> • Donors' Round Table • Technical Sectoral Committees • Desk review and revision | <p>report</p> <ul style="list-style-type: none"> • Final Draft Strategy with Operational Pan, detailed rollout plan and budget • Training Modules and Content • Train key sector al staff , • Prepare & submit worksho p repots | |
| Phase 5: Revise & refine the Strategy and Action Plan | <ul style="list-style-type: none"> • Incorporate comments from stakeholders' meeting, revise and refine the strategy and training, manual • Content validate the content and concept outlines for the various approved information messages, materials and tools to be used in dissemination (print and electronic). • Content validate learning materials and reference material for training | <ul style="list-style-type: none"> • Reviewing the literature for best practice • Institutional Consultations with sector specialists, drafting the guidelines, protocols, procedures, • Media, Knowledge Management Analysis | <ul style="list-style-type: none"> • Final Draft Strategy and Operational Plan and Budget, 27 Training Manual with training content and modules • Outline of information tools, products, and materials to | 4 days |

| | | | | |
|--|---|--|---------|--|
| | <p>Presentation of strategy, learning materials, manual and outlines for management Approval.</p> | | be used | |
|--|---|--|---------|--|

| | | | | |
|-------------------------------------|---|--|---|--|
| Phase 6: Content Development | <ul style="list-style-type: none"> • For each materials and information product, conduct research and develop the content outline/plans and draft content; • Develop 3 prototypes for the website evaluation and approved by the client • Based on the comments from the client, improve on the graphics and content of website to ensure it is agile, dynamic and responsive • In case of the website, plugins, APIs and live tools will also be included in the design to improve its functionality. • Pre-test the website (content, graphics, audio, video etc.) • Carry out editorial and quality check; • Coordinate articles and features write up from other | <ul style="list-style-type: none"> • Outline/plans and draft content for materials and website/web-page and social media platforms; • Pretesting, revision, editing and approval | Designed materials and tools, website/web-page and social media platforms | |
| | | 27 | | |

| | | | | |
|--|---|--|--|--|
| | <p>technical contributors;</p> <ul style="list-style-type: none">• Support development of | | | |
|--|---|--|--|--|

| | | | | |
|--|--|--|--|--------|
| | <ul style="list-style-type: none"> • Presentation and approval of the English version • Review and editing the final selected version • Approval of the material and information products | | | |
| Phase 7: Content migration | <ul style="list-style-type: none"> • Once the structure of the new website/web-page has been approved, the next thing is to agree the content to be migrated and mitigated. | | Prototype materials and tools developed | 5 days |
| Phase 8: Production of materials and development of the website | <ul style="list-style-type: none"> • Production of Master copies of Annual report and other communication products • Implementing the agreed design for the website/webpage • Development of staff training content and training manual | Approved Training Manual with information and communication materials, products, tools and training contents | Master Materials and tools developed 27 | 10 |
| Phase 9: Pre-Testing of the website/webpage, | <ul style="list-style-type: none"> • Test the Internet-based systems for browser | Approved website/webpage and social media | Stable and fully- fledged Webpage and | 2 day |

| | | | | |
|---|---|---|---|--|
| Telephony and social media tools and other materials | compatibility, HTML syntax and CSS validation, and functional operation | and telephony tools and Training Manual | social media and Telephony Tools Operations and Training Manual in place | |
|---|---|---|---|--|

| | | | | |
|---|---|--|--|-------|
| | <p>and accuracy.</p> <ul style="list-style-type: none"> • Incorporation of the feedback and come up with final website for approval. • Testing of the manual and its update | | | |
| Phase 10: Preparation of the Training and dissemination plan | <ul style="list-style-type: none"> • Prepare framework and guidelines how the Health Education, Promotion and Communication Department can harmonize all health communication issues for the health sector and increase demand for services. • Build capacity for the department to be able generate, process and disseminate health information in the country. • Training and distribution list of recipients developed and approved by management; • Upload of the | <p>Approved training and dissemination plan and list in place</p> <p>Approved training and dissemination plan and list in place</p> <p>Optimized website/webpage</p> | <p>Training and dissemination plan and list in place and</p> <p>27</p> | 1 day |

| | | | | |
|---|---|--|--|---------|
| | reports on line and optimization of the website content | | | |
| Phase 11: Capacity Development of staff, MOH, selected Local Governments and relevant NGOs | <ul style="list-style-type: none"> • Training of the staff on implementation and monitoring Communication strategy implementation, frame-works and guidelines • Finalization of the website and staff manual by incorporating it with the inputs received from staff and reform | Training of the MoH staff, Local Government, and relevant NGOs | Competent team in place to manage the implementation and monitoring communication campaign | 15 days |

| | Team | | | |
|-------------------------|--|---|---|---------|
| Phase 12: Launch | <ul style="list-style-type: none"> • Comprehensive Communications Strategy and relevant tools- website/webpage and social media and telephony platforms and other materials by the management • Launch the communication campaign to create awareness through various online and offline platforms | <p>Launch of strategy by Relevant Authorities</p> | <p>Fully operation Strategy and relevant tools website. webpage and other platforms. Staff, stakeholders' and general public fully actively</p> <p>Public fully involved and supportive in the programme.</p> | One (1) |
| | | | | |

The assignment will be implemented in 10 phases in 100 days in 4 month period from July to Oct., 2019 as outlined below:

2.3 Detailed description of Approach and Methodology

In response to the TOR provided, we proposed to support development the Comprehensive Communication Strategy and Costed Action Plan for the Client through the approaches detailed below and application of "P" Process (See figure 1 below). The propose approaches are generally indicative, based on our initial limited appraisal of Client organization and operational structure. If contracted, our intention is to refine these proposals based on further research and consultations with Steering Committee and management team and relevant stakeholders and present a more refined activity plan with the inception report.

The process to design a comprehensive communication strategy that respond to the objectives and goal of the project we shall apply the following phased out program implementation framework; shall be used with

close collaboration with communication team and progress review at the end of every phase to ensure the assignment is in line with its intended objectives and deliverables.

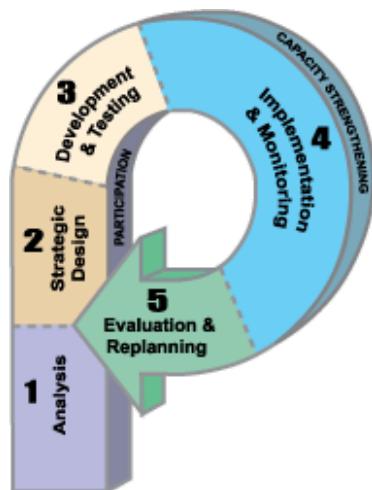


Figure 1: P-Process

Phase I: Program Internalization

This phase is a purely strategic phase and is key to any project's successful implementation. The object of the rapid assessment is to establish the scope of the assignments, sources of information, reviews and agree on the approach with Management and Key Stakeholders. In addition, the Consultant will also work with MOH, UNICEF, key development partners and NGOs in the planning and obtain access to necessary documents, and obtain introduction to key informants.

During this initial stage, the core project team will gain a clear and detailed understanding of Client program and strategic objectives. The consultation and review of the Request for Proposals (SOW) will assist in the elaboration and refinement of the methodology and action plan.

This phase shall also inform the development of the concepts and outline of the different Communications products and materials, capacity development plan, different communications frameworks and guidelines for the health sector that are responsive to MoH's mandate and objectives, training curriculum and the content and as well as website/web-page project. The ultimate output is reprioritization of Communication and information activities and products, including redirecting resources to areas that will have greater impact.²⁷ During the initial phase, the consultant will identify the various sources of content and programs that shall be covered and reported in the various documents to be developed. The phase shall also provide a shared definition of the problem (specifically the communication challenges and information needs) and understanding the Client structure and reporting framework identification for key partners and target audiences who will be interests in the publications. Understanding of current situation and issue affecting the programme. Besides, a Communication Strategy shall also be developed at the end of this period which shall take at least two weeks after the needs assessment.

The Strategy shall include clear, common and harmonized messages to the right target audiences regarding the various activities, initiatives and programmes shall be developed. The key messages shall also reflect organization wide priorities at particular time and those that relate primarily to policies and activities of particular department shall be tailored and packaged to reflect specific local conditions and concerns.

Phase 2: Communication Audit

Phase Objective:

- To review and immerse ourselves in the project operations, explore perceptions, insights, the levels of understanding and expectation of the various key stakeholders as a benchmark for the strategy development process.
- To gain strategic advice on appropriate communication, tools, medium and message to be deployed at a given time based on contextual circumstances
- To evaluate the current communication, media and public relations capabilities and structure, identify gaps and or strengths to be leveraged.
- To understand communication and branding, namely; Information and knowledge needs, flows and transaction and opportunity costs for use selected media channels
- To identify constraints of communication, knowledge management, communication and learning, as well as unexplored opportunities

A Communication Assessment/Audit shall be conducted to clarify an organization's communication needs and priorities, and also for determining the adequacy of existing resources to support the achievement of these needs and priorities. Audits are normally carried out at the beginning of a communication planning cycle, typically when the organization takes on new communications personnel, or when the organization is about to revamp or overhaul its communications activities. The audit will feed directly into the communication planning process, by providing building blocks for development of the Strategy. The audit shall provide a comprehensive picture of the strengths, weaknesses, opportunities and threats the project faces as it communicates with and engage its key stakeholders.

Information from the communication audit will be gathered through a combination of tools, including desk research, literature reviews, interviews with internal and external sources, focus group discussions and online questionnaires to selected key stakeholders. The extent and scope of the communication audit will depend on what information is already available internally. In addition, to develop a well-conceived Communication and branding Strategy and action plan requires a detailed understanding of the target audience, as well as the surrounding issues that could affect the success of the strategy.

The communication audit will seek to achieve the following: -

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- To assess and agree on the communication, public and media relations, knowledge management priority needs, aspirations with regard to the proposed strategy.
- To identify communication and branding gaps among the different stakeholders
- To evaluate the existing knowledge, attitude and practices of the target audiences and determine the segmentation of the target audiences – who they are, where they are and their behaviors.
- To determine and evaluate the appropriate media/communication channels and strategies to be used to reach the approved targeted audiences.
- To identify the likely motivators and barriers to the success of the communication strategy, especially with regard to past public relations efforts implemented.

- To revise the communication and knowledge management mechanism including roles and functions of the PR/communication function in the Communications and Branding Strategy & Action Plan in general in the organizational structure.

In view of the limited time provided, the Consultant will use an integrated approach to identify the key issues, determine the gap through the following activities: -

Activity 1: In-depth Literature Review;

The first step in the discovery stage will be to carry out a comprehensive review of organisations documents and information materials that may include: review Health Sector Development Plan (HSDP) 2015/16 - 2019/20 that is aimed at achieving Uganda Vision 2040 and related documents like Project strategic documents, Mid-term evaluation report, Master plan, current communication strategy(is), inter-institutional UNICEF related reports. The Consultant will further study in detail similar communication initiatives and in particular the lessons learned from other similar government initiatives

Activity 2: Key Informant Interviews (KII):

The process of communicating, influencing and educating takes places within a broader framework of the sector and society, and can be attributed to various efforts of the groups, as well as individuals. To that effect, selected representatives and players in the sector will be consulted notably; management and staff of UNICEF and other UN agencies (specifically, UN Women, non-governmental groups and the religious or, field workers, professionals, Academia, NGOs international watch dogs. The consultations shall help to generate insights, communication expectation and determine their levels of interaction with the program and their circles of influence, identify related communications issues, information gaps which strategy should be build. In addition, it will also identify areas of partnership with key stakeholders where synergies can be built.

Activity 3: Focus Groups Discussions:

Due to the scope of operation, a hybrid and yet cost effective method to collect as much as possible qualitative primary data will be used. FGDs will be the tool to gain insight and assess the levels of knowledge, attitude, practice of the general public of the project. Three (3) FGDs will be held at selected cities as a barometer of general perception given that most information is disseminated from cities to other zones and the center for all media. In addition, at- least 2 FGDs shall be conducted in selected rural communities with a group of 10-15 individuals service providers', group representatives, wider public and may include the media, young people, women and men in the informal and formal businesses. In total 20 FGDs, will be held to provide qualitative data to validate the findings from the KIIs and the structured self-administered questionnaires.

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Activity 4: Stakeholders Analysis:

The criteria for ranking stakeholders and key public and their relationship with the Impact Africa, in general and project in particular, their knowledge levels and expectations include; identify those who are serviced and directly affected by the programs/ those who benefit from it, those who contribute most (in terms of finances and logistics, implementation, and approval) to the sector communication efforts, and lastly those who stand to lose most if the

sector development falters. The criteria for identifying individual and group stakeholders will focus on individuals/groups with general claim or interests or rights, those directly involved in the sector activities, those who benefit from it and those interested in participating in the sector program, those involved in power relations surrounding the conception, formulation, evolution and implementation of supportive sector policies, to mention but a few. The team will employ a Listen, Learn and Link (L3) approach to analyze the stakeholders, their perception, as well as knowledge and appreciation of the sector strategic objectives and processes. In that respect, the Consultant will rely mainly on in-depth interviews (IDIs) of representatives of key stakeholders and to capture the views of stakeholders and their expectations of the Project will be conducted. It is hoped that the views of the selected stakeholders will represent those of the entire population of stakeholders (See Figure 1).

Figure1:L3 Stakeholders' Analysis Tool

L³ Process of Stakeholders Mapping

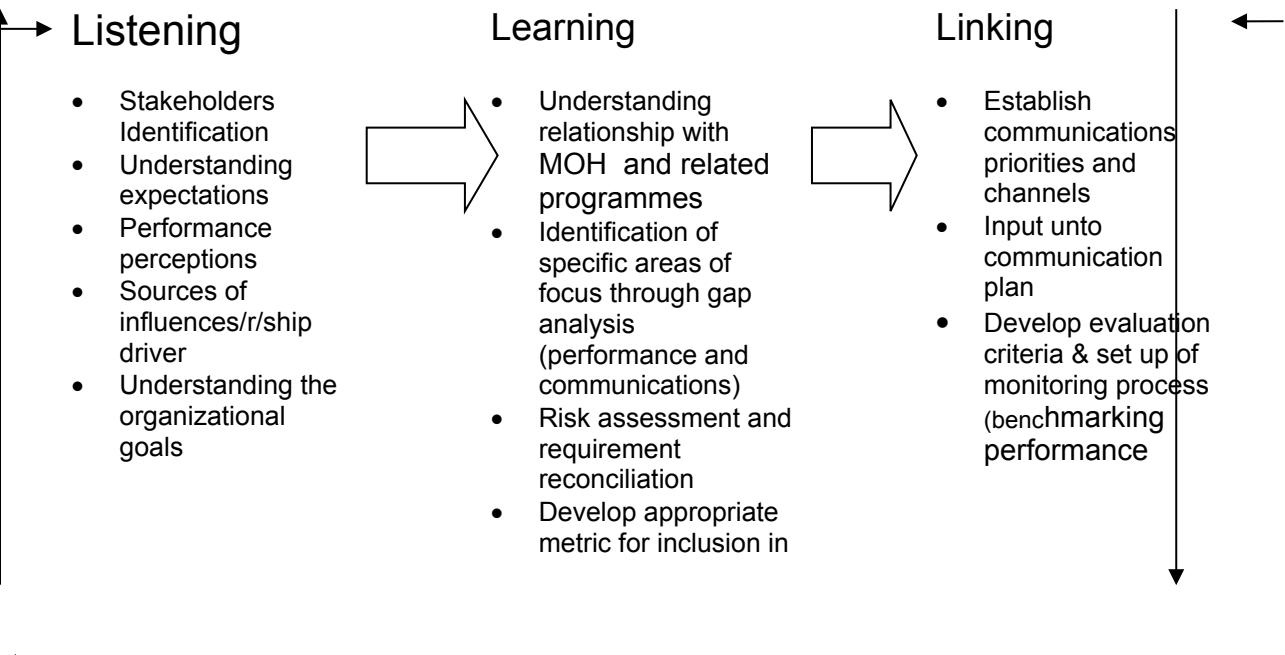


Figure 1: L3 Stakeholders' Analysis Tool

Activity 5: Media Analysis;

To understand the media consumption patterns of the key stakeholders, an assessment of the media capacity to report on the political and peace issues with whom UNDP and project is keen to communicate. This will be achieved through interviews with the media, looking at media monitoring report and media evaluation conducted by independent media monitoring agent. A database of all key media houses, the business and community desks, key reporters, opinion setters

in agriculture, program outlines and popularity will be reviewed as a baseline for the consultants 'involvement. The output analysis will provide input for the development of a robust plan for media engagements.

Activity 6: Benchmarking Review

The team will conduct further literature review of communication and branding strategies of similar organizations within and outside the Africa. The Consultant will look at other existing communication strategies for organization elsewhere in the world including those in similar national initiatives for best practices.

Deliverables:

From this phase the team will produce the following:

- a) Communications Assessment Report
- b) List organizations and key stakeholder to be interviewed, project structure, process, deliverables confirmation
- c) An in-depth understanding of the media and stakeholders associated with the Project/UNDP sector.

Phase 3: Communication Strategy and Action Plan

Activity 1: Development of the Communications Strategy

A close working relationship management framework will be maintained between Consultant and Project Reform Team, National Dialogue Planning Committee (NDPC) and the GOL throughout the process. As part a process, management will be consulted and the result of the Communication assessment will be used to inform the process. The key issue is to have a more involving process in which the teams are involved in all phases in recognition that implementation takes place at all point of interface with the outside , as well as the internal customers concept.

Therefore, involvement in the development will increase buy in at all levels as well as enhance success of implementation that will meet the set objectives.

Activity 2: Stakeholders' Workshop

An interactive, involving process in which the beneficiary and key stakeholders coming together will participate in the process to review Communications Needs Assessment Report, develop the key messages, agree on objectives, appropriateness of channels and strategies.

A workshop shall also content validate the concepts of materials, tools, medium and message including the dummy options of the website/web page, social media platforms including setting measurable objectives and indicators, identification of appropriate channels.

The workshop shall draw from the knowledge and expertise of the relevant stakeholders, technical experts, graphic artist, a script writer and project representatives to come out with an appropriate design and outline of the messages, material, tools and platforms. This phase shall also inform the development of the materials and tools.

For the website especially, the following issues will be discussed in depth during the meeting:

- Purpose
- Business Requirements
- Customer Expectations
- Technical requirements
- Hosting
- Domains
- Services – like Passwords, databases, forms, etc.

Communication strategy and approaches, operational plan, monitoring and evaluation framework shall also be reviewed at the end of workshop period, which shall take at least 2 days.

Output and Deliverable:

- a) Final Draft Comprehensive Communications Strategy with costed implementation plan
- b) Training Manual with training package, tools (communication framework and guidelines) and materials
- c) List of Material for production
- d) Draft outline and content of materials, tools including platforms to be used
- e) Draft design art for the approved print materials and above the line tools.
- f) Draft distribution plan.

Phase 4: Concept and Creative process

Activity 1; Content Review

The review will cover strategic policy documents, needs assessment reports. Informal Working Group (IWG), survey reports on public perceptions of programme activities, stakeholder consultation workshop reports, a database of existing IEC materials, annual reports and other research and studies commissioned under the Client and other projects. The literature review is to provide Consultant full grip of the institutional setting in which client operate and generate priority information to be included in materials and website. The consultations will also help to identify broad information gaps, needs, opportunities, negative attitude and poor skills of various target audiences and key stakeholders. The review and consultation will identify issues and items to be included in materials and website.

Activity 2: Content generation and messages development

Three key sub-activities will be carried out under this activity:

- a. Generate and draft the content and copies of thematic materials for content validation and pre-testing. The Consultant shall work with the client to develop appropriate messages and content for the various materials and publications
- b. Illustration and pictures shall be identified and where necessary photo-shoots and video

recording commissioned to enhance the publications

- c. Other source of constitutors to the newsletter and communication products shall be identified and content generation coordinated
- d. The information materials and products shall be revised, edited and refined. The final English version will be presented for final approval

Activity 3: On the desk Design of the Draft messages/ content

The creative process to develop the content and designs will emanate from the summarized information and issues that came out of the key strategic programme objectives, which will formulate the corresponding key message and theme. A theme in this case will be the broad guideline to all the messages; it will reflect areas to which the communication activities will be directing attention. This will provide a constant test of the relevance of messages to the laid down programme objectives. Three draft generic concepts for the materials will be developed and presented to management and selected target groups for initial input. The three concepts will be pretested to determine their specific effectiveness and suitability for the purpose its intended. The three concepts and report of the pre-test will be presented to project management in the next activity.

Outputs and Deliverables

- i) Designed samples of communication materials and tools (infographics, flyers and newsletters etc) (final)
- ii) Website/webpage, social media, telephony etc., in electronic media on CD
- iii) Outline of articles, public notices, press releases, circulars etc.

Phase 5: Content migration

Activity 1; Preparation of the content

The Consultant shall prepare blogs, stories, issues, articles, success stories. The content shall be subjected for approval of Technical Working Group and the Client. The content agreed will be migrated to the website during development phase

Outputs and Deliverables

Agreed approved material s and tools

Phase 6: Development of the website/webpage linked to social media platforms

Activity 1; Coding

The Consultant will develop the website/webpage based upon all information gathered. The developer(s) will keep in regular contact with the Client during the development process.

Activity 2; Release of the manual

The training manual will be develop to guide Client in the use of the website to the fullest ability

Outputs and Deliverable

- i) A website/webpage linked to social media platforms operational

- ii) A training manual

Phase 7: Testing of the Telephony and website/webpage linked to social media platform

Activity 1; Website tests

The website/webpages will be tested by ensuring all the following are correct: verification of all links, page consistency, all scripting works, passwords and printing operates correctly

In addition, browser optimization will done on the following platforms/version: Internet Explorer, Firefox,Baidu,Opera and Chrome. /webpage linked to social media platforms operational. The team will also undertake search engine optimization (SEO) when building the website. SEO helps to create search engine presence and discovery in major search engines. Optimization will be done by selection, arrangement and placement of keywords in the backend of the website when publishing old and new content.

Outputs and Deliverable

- i) Error free website/web-page linked to social media platforms
- ii) Agile, dynamic and attractive website/webpage linked to social platforms
- iii) Telephony platforms such as what sup group etc., operational

Phase 8: Capacity Building

Activity 1; Team, Staff and Stakeholders' Orientation

A 3-4 capacity development workshops shall be conducted for MOH staff, , Existing Intra- Government Communication Team and Stakeholders on development and dissemination materials and tools (frameworks and guidelines), materials and resources, as well as implementation and monitoring implementation of the Strategy. With support from Communication manual, the trainees will be taken through the tools, guided on the processes, dos and don'ts..

Phase 9: Quality Control and Report , as well as Closure of the Consultancy

Activity 1: Final launch

At this stage the consultant shall handover a complete website and staff manual, as well as creating awareness of the new website and its functionality. The

launch shall also not only create awareness, but also secure commitment from key stakeholders' in the implementation and monitoring of strategy.

Activity 2: Closure of the Project

Following completion of the assignment, the Consultant submit final implementation report with major deliverables namely; Communication Strategy and Costed Action plan including, dynamic, agile and attractive website linked to and social media platforms, as well as training manual to with training package, tools, materials and resources to guide the implementation.

2.4 Performance Characteristics:

Providing a detailed description of the essential performance characteristics

1. Knowledge and experience in communication planning, research, and preparation, as well as implementation and monitoring a robust and comprehensive Communications, Branding Strategy & Action Plan.
2. Experience in development of agile, attractive and dynamic website linkedto social media platforms with a contemporary and compelling user interface to engage users to effectively to enable them find the information they need.
3. Experience in conceptualisation, pre-testing, packaging and producing, as well as branding of marketing material, and
4. Ability to establish an online platform to strengthen regional networks and build a conducive environment for business at regional level.
5. Experience in developing curriculum and training packages

2.5 Technical Quality Assurance Review Mechanisms:

The methodology shall also include details of the Proposer's internal technical and quality assurance review mechanisms.

- The Consultant will work in close consultation with the client through National Technical Committee (NSC) to ensure that the client/s is always fully briefed of the progress of executing the assignment. In this regard, the Consultant will ensure that, where possible meetings will be held with Client through NSC for the purposes providing oversight , quality assurance and approval deliverables, briefing the client and keeping the Client up-dated.
- Only credible sources of data and information will be considered in consultation with the client and his partners,
- The Consultant will use professional and highly experienced personnel in executing theassignment.
- The Consultant will fully adhere to the terms of the contract in realizing the deliverables/outputs
- The Consultant will put in place effective mechanisms for ensuring quality in data collection and analysis.
- The Consultant will regularly hold de-briefing meetings to keep the client updated and involved through the process.
- An effective Monitoring and evaluation framework shall be put in place to ensure quality, timing and efficiency are adhered to throughout the consultancy assignment, and
- The Team Leader, who is the Managing Consultant shall take full responsibility in ensuring quality assurance and compliance to the

terms of the contract.

• 3.0 Implementation Timelines / Work Plan:

The Proposer shall submit a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

ACTIVITY (WORK) SCHEDULE

This Assignment is estimated to be completed over a period of 100 days with 4 month from the date of contract award and signing. The break-down of activities and days are provided below.

| | Deliverables | | | | | | | | | | | | | Weeks/Month |
|---------------------|---|-------|---|---|---|---|---|--------|---|---|---|---|---|-------------|
| I – Planning phase: | | Mnth1 | | | | | | Mnth 2 | | | | | | |
| 1 | Negotiation, contract signing general mobilisation & initial planning meetings with the clients | x | X | x | | | | | | | | | | |
| 2 | Review of the Project documents workshop reports, studies and government documents | x | X | x | x | X | X | | | | | | | |
| 3 | Submission of Inception Report (Draft) | | | | | | x | | | | | | | |
| 4 | Submission of Inception Report (Final Draft) | | | | | | | x | | | | | | |
| 5 | Finalization of research Instruments | | | | | | | x | x | | | | | |
| 6 | Recruitment & training Supervisors & Field researchers | | | | | | | | x | x | | | | |
| 7 | Deployment of Supervisors, Field Researchers to carry out Data collections & Consultation | | | | | | | | | | x | x | x | x |

2. Situational Analysis Phase

| | | | | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 7 | Submission of Communication Audit Report (Final Draft) | | | | | | | | | | | | | |
| | 3.Preparation of the Communication Strategy & its Operational Plan | | | | | | | | | | | | | |
| 1 | Drafting of Strategy (objectives, implementation Plan and Budget, monitoring and evaluation Plan) | | | | | | | | | | | | | |
| 2 | Review of Draft Strategy and Monitoring and evaluation Framework and indicators | | | | | | | | | | | | | |
| 3 | Revision of Strategy (Operational plan, Budget and Monitoring and evaluation frame-work& indicators | | | | | | | | | | | | | |
| 4 | Dissemination of first draft | | | | | | | | | | | | | |
| 5 | Input from Steering Committee Meetings | | | | | | | | | | | | | |
| 6 | Second draft prepared | | | | | | | | | | | | | |

4 Elaboration and Refinement of Strategy

| | | | | | | | | | | | | | | |
|----|---|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 7 | Stakeholders' Meeting | | | | | | | | | | | | | |
| 8 | Refine Strategy and Manual (frameworks and guidelines) with comments and input from the reviews | | | | | | | | | | | | | |
| 9 | Preparation of Final draft Strategy and it's operational plan 2018-2022, Logframe and Communication Manual | | | | | | | | | | | | | |
| 10 | Submission of the deliverables for Clients input | | | | | | | | | | | | | |
| 11 | Clients Approval and Endorsement | | | | | | | | | | | | | |

12Capacity Development, Monitoring and Reporting

| | | | | | | | | | | | | | | |
|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 13 | Training of Staff, Reform Team, Media and Other Government Staff | | | | | | | | | | | | | |
| 14 | Upload articles, stories, materials etc., on the website and social media Platforms | | | | | | | | | | | | | |
| 15 | Sensitization, mobilization and awareness creation using mass-media (On-line Portal, Digitaland Telephony messaging) | | | | | | | | | | | | | |
| 16 | Monitoring and Support supervision, documentation | | | | | | | | | | | | | |

| | |
|----|--|
| 17 | Technical Meetings and Quarterly Reports |
| 18 | Final Report & Closure |

Table 1: Activity Schedule

REPORTING AND QUALITY ASSURANCE MECHANISM

Completion and Submission of Reports

The duration of the assignment is expected to be spread between October to December, 2018 based on the table below.

| Deliverables | Estimated duration to complete | Targeted Due Date | Approvals and Reviews Required |
|---|--------------------------------|-------------------|--|
| Report on the strategic advice provided to the MOH, the Government and local government and role of the communication | On-going for 3 months | 15 Dec | MOH, the Government and local government and key stakeholders' |
| Development of Communication Strategy | 15 days | 5 Nov | MOH, the Government and local government and key stakeholders' |
| Development of Communication frameworks, guidelines and Information Materials | 5 days | 15 Nov | MOH, the Government and local government and key stakeholders' |
| Training of MOH, Local Government, Communication Team and Stakeholders | 14 days | 30 Nov | MOH, the Government and local government and key stakeholders' |

Risks and Mitigation Measures:

Please describe the potential risks for the implementation of this project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. **You are advised to use the format below:**

| Phase | Potential Risk | Impact | Significance Level (H, M, L)* | Probability of Occurrence (H, M, L)* | Risk Mitigation Measures to be Taken |
|--------------|---|---------------|--|---|---|
| 1 | Limited Commitment of Client and the Key Stakeholders | High | H | H | Establishment of Steering Committee to steer the same supported by Technical Working Committee to provide technical back-stopping, and Approvals |
| 2 | Lack of proper documentation or response from the stakeholders may hamper data collection process | Medium | M | M | Timely and regular communication to the Client and key stakeholders' of activity(ies) of the Consultancy so that they can programme for the same |
| 3 | Delayed Release of logistics and funds | Low | L | L | The Consultant will work in close consultation with the client and ensure that the client/s is always ²⁷ fully briefed of the progress of executing the assignment. In this regard, the Consultant will ensure that, where possible meetings will be held with client for the purpose of briefing the client and keeping them up-dated |

Note: * H: High; M: Medium; L: Low

3.0 Any other pertinent information related to successful implementation

It is necessary to have access to copies of the programme's strategic plan, need assessment studies and evaluation reports and other information materials that can support the understanding of the team and guide the development of the communication and branding strategy and action plan. It will also important to get

information on the communication management mechanisms/strategies, products and information tools, key campaign tools, as well as materials.

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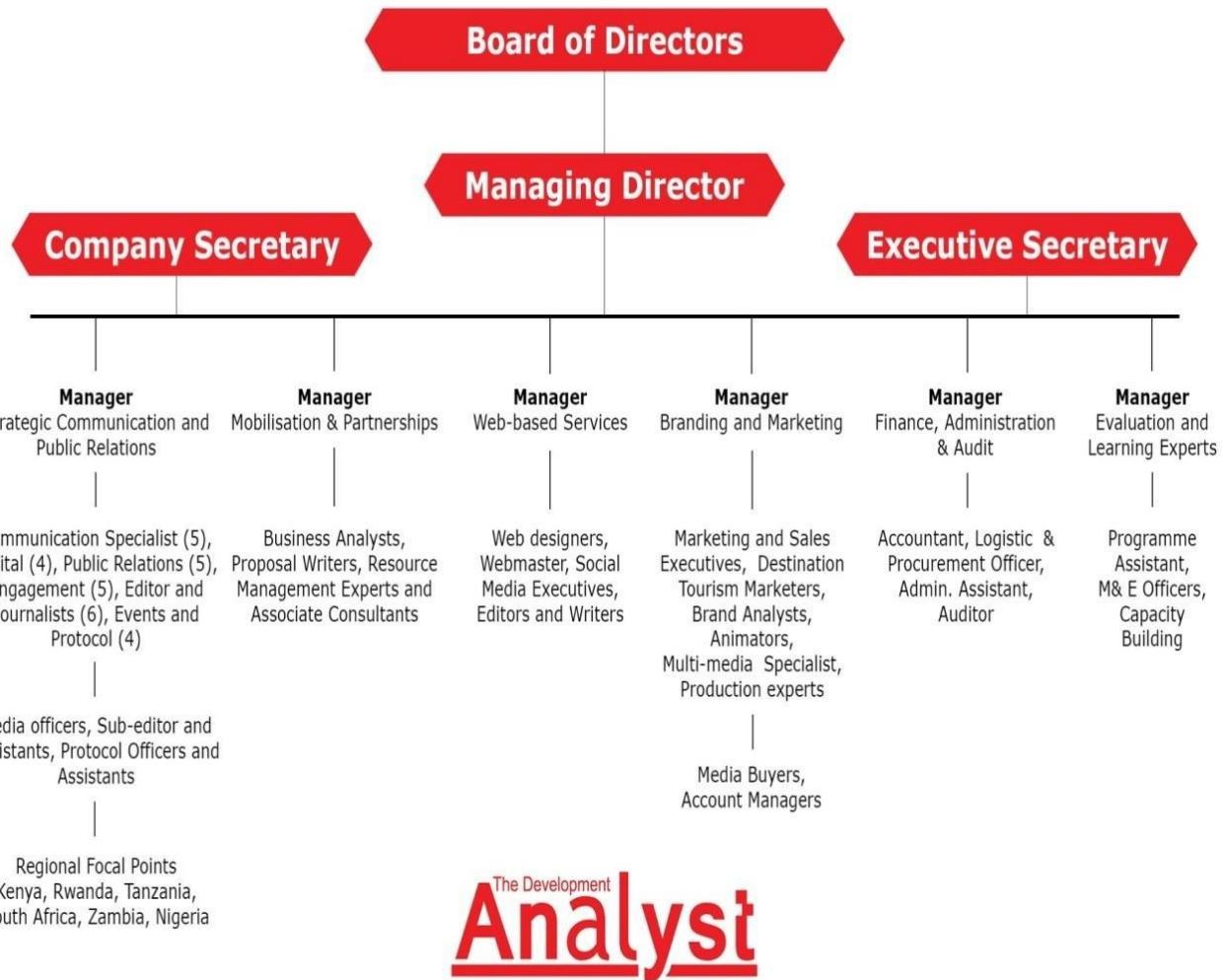
SECTION 4: PERSONNEL

4.1 Management Structure:

- a) The Strategic Communications and Public Relations Manager shall be the Team Leader under the direct supervision of Project Manager- Health Education, Promotion and Communication Department for the day to day supervision the assignment. The Project Manager shall be supported by the National Technical Working Group. In doing so, the Task Manager/Team Leader will provide leadership and overall strategic direction and management, as well as provide expert advice on the of Consultancy. The Team Leader will responsible for quality of the deliverables and timely reporting to the Clients, among others.
- b) The Team Leader shall coordinate, provide support supervision and monitoring the work of the Lead Consultant, and other Consultants, namely: webmaster, Production and Graphic Artists, Multi-Media, and other short term experts, as well as International Experts in the Team indicated in Organization's Structure and implementation framework in Figure 3 and 4, respectively.

Figure 3; Organogram

THE DEVELOPMENT ANALYST ORGANIZATIONAL CHART



The Development
Analyst

THE POLICY STRUCTURE STRUCTURE FOR IMPLEMENTATION OF THE PROJECT

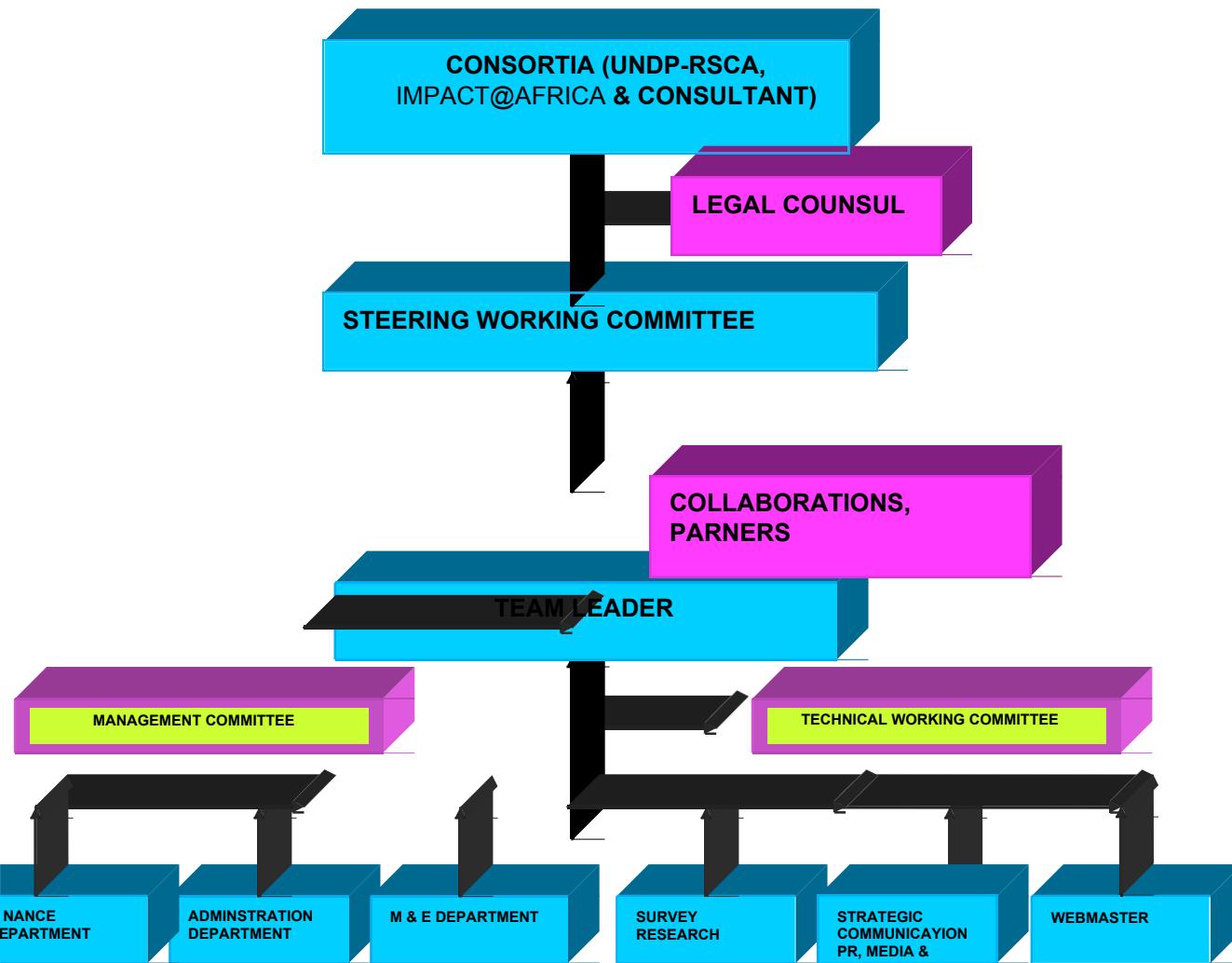


Figure 2: STRUCTURE FOR IMPLEMENTATION OF THE PROJECT

4.2 Staff Time Allocation:

| | Experts input(in person/month) per each Deliverable (Listed in TECH-5) | | | | | | | | | Sub- Total | Total |
|---|--|-------|----|-------|----|-------|----|-------|----|---------------|-------|
| | Position | | | | | | | | | | |
| | | Mnth1 | | Mnth2 | | Mnth3 | | Mnth4 | | | |
| Mr. Ocilaje Michael- Team Leader & Strategic Communication Expert | Home | 4m | 4m | 4m | 4m | 4m | | | | 40m | 40m |
| | Field | 4m | 4m | | | | | | | | |
| Ms. Grace Achire- Public Relations and Marketing Expert-National | Home | 5m | 3m | 2m | 2m | 2m | | | | 20 | 15 |
| | Field | 5m | 5m | | | | | | | | |
| Gerald Busigye- Multi-Media, Digital and Webmaster | Home | | | 2m | 2m | 2m | 2m | 2m | 10 | 10m | |
| | Field | | | | | | | | | | |
| Andrew Were- Creative and Production Expert | Home | | | 2m | 2m | 2m | 2m | 2m | | 10 | |
| | Field | | | | | | | | | | |
| B. Ballam- Marketing and Branding Expert | Home | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 15 | 15 |
| | | | | | | | | | | Sub- Total | 100 |

Footnote: Each of Specialized Member of the Team shall have International Expert to provide international experience and back-stopping. The detailed names and contacts of the International Expert is found in section on CV of the Team. The local Team shall be recruited from Lesotho

4.3 Qualifications of Key Personnel:

Provide the CVs for key personnel (Team Leader, Managerial and general staff) that will be provided to support the implementation of this project. CVs should demonstrate qualifications in areas relevant to the Scope of Services. **You are kindly advised to use the format below:**

| | |
|--|---|
| Name: | [Ocilaje Michael] |
| Position for this Contract: | [Task-Manager/Team Leader] |
| Nationality: | [Ugandan] |
| Contact information: | [ocilaje@gmail.com;info@devanalyst.com] |
| Area of Specialization: | [Strategic Communications, Public Relations and Knowledge Management] |
| Years of Relevant Experience: | [20 years] |
| Countries of Work Experience: | [Kenya, S. Sudan, Nigeria, Tunisia, Rwanda, Mauritius, South Africa, Phillipines and all English Speaking Countries in Eastern, Central and South Africa while working with African Development Bank from 2006-2007] |
| Language Skills: | [English, French, Kiswahili, Luganda, Ateso] |
| Educational and other Qualifications: | [PhD Fellow in Agricultural and Rural Innovations (Major) and Knowledge Management and Communications(Minor)-2015-To-date: Masters in Strategic/Development Communication (Major) and Development Management (Minor) -Completed]] |

Summary of Experience: Highlight experience in the region and on similar projects.

I have around 20 years of professional experience in the field of Journalism, Strategic Communication, Knowledge Management, Policy Advocacy, Public Opinion Research, Partnership Building, Resource Mobilisations and Events Management, ,as well as Advertising.

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I have worked as Team Leader and Lead Communication, Public Relations and Knowledge Management Specialist in a number of Strategic Communication, Communication for Development, Advocacy and Media programmes at national, regional and international levels. I have been actively involved in establishment and management ICT centres network in East Africa assisted by IDRC (1992-2002).I have worked as Team Leader in awareness campaign where I was actively involved in developing, packaging and disseminated simplified and translated articles, fact-sheet, brochures, poster, blogs in Kiswahilli, Luganda and other major languages for target audiences, public, legislators, executive and judiciary arms of government, as well as the media and relevant audiences and key stakeholders. I have also worked as Chief Editor for The Devanalyst publication and associate editor for the East African Newspaper and Uganda Media Centre. I have also worked as consultant for coverage of the Regional Conference on Ease of Doing Business Initiative (EDBI):Regional Conference on Ease of Doing Business Initiative (EDBI) hosted by Mauritius (2012), South Africa (2013), Rwanda (2014), Uganda (2015), Kenya (2016) and Zambia (2017).

Besides, I have worked as Communications and Media Expert at Expanded Programme for Immunisation (EPI), Polio Initiative, Sexual and Reproductive health and WASH Promotion. Further to this, I have also worked as Team leader and Technical Specialist for a number of awareness campaigns, public relation and knowledge management programmes, Integration and trade including interventions such as EU-EAC EPA that covers trade in goods and fisheries in line with the EAC Common External Tariff. I have also demonstrated experience in development cooperation's covering among others; empowered girl child, human rights, international affairs and how the advocacy and policy communities work to advance issues related to portfolios. and women issues, among others (See Matrix Below). I also have excellent communication and reporting skills with excellent command over English, Luganda, Kiswahili, Ateso and very good command over Hausa and French languages.

Relevant Experience (From most recent):

| Period: From – To | Name of activity/ Project/ funding organisation, if applicable: | Job Title and Activities undertaken/Description of actual role performed: |
|--------------------------|---|---|
| Jan. 2013-Todate | Strategic Results, Communication and Partnership Building Director for AVACIDAFRICA | <p>Strategy, Vision and Leadership; Develop and implement an integrated strategic communications, public relations and partnerships plans to advance the brand identity; broaden awareness of the organisation's programs, subsidiaries, and divisions; and increase the visibility of the organisation's programs and products across key stakeholder audiences.</p> <ul style="list-style-type: none"> • Collaborate with the senior management team to identify internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them. • Policy Advocacy Develop and implement clear advocacy strategies and associated work plans to get key children's issues and policy outcomes to audiences at different levels, through various mediums • Facilitates Delivery of Strategic Results • Oversee all proposal development, grant report writing, and new business development tactics including negotiating of grant terms in partnership with the legal and finance teams • Ensures support to strategic planning and integrated business planning for the country office through facilitation of CO Integrated Work Planning process (IWP) and quality assurance as well as comprehensive country office pipeline management; |

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| | | <ul style="list-style-type: none">• Ensures facilitation of results based management and results reporting, effective application of Result-based tools (BM |
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tools), establishment of management targets, results monitoring, quality assurance of products, reporting, collaboration with programme portfolio teams / projects and the integrated operations teams on the preparation of reports including donor reports and provision of internal advisory services and capacity building on reporting;

- Ensures support to programme and project quality assurance including facilitation and guidance for submissions; formulation of internal guidance on corporate programme quality standards; and facilitation of internal capacity building for programme and project quality;
- Ensures coordination and quality assurance of project monitoring and evaluation through oversight, continuous monitoring, provision of technical advice, and by supporting programme teams and senior management in planning and managing thematic, country programme/project evaluation as well as follow up on implementation of evaluation recommendations
- Facilitates knowledge building and management and ensures subject area knowledge transfer, capacity building and learning in the country office.

Communications Operations. Lead the continued development and inclusive implementation of a comprehensive, company wide corporate communications strategy. The strategy should include rebranding and repositioning; internal messaging and employee engagement; strategic online engagement such as the corporate website, social media, and employee intranet portals; client and partner advocacy; multimedia development and graphic design; and participation in industry events.

- **Internal Communication.** Lead new internal communications and employee engagement plan, which includes development of employee intranet portal, internal newsletters and e-blasts, creation of internal videos, lunch and learns, and contribution to internal training programs. Maintain integrity of newly established corporate values,

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| | | <p>mission and vision statements.</p> <ul style="list-style-type: none">• Branding. Maintain integrity of corporate QED brand, including consistency of brand elements (logo + graphic identity, tagline, branding guidebook, corporate boilerplate text, |
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corporate graphics, etc.), branded templates (PowerPoint, letterhead, proposal covers, documents, business cards), and training of use of these tools. Work with senior leadership on rebranding and/or repositioning as necessary, particularly regarding service and client diversification initiatives.

- **Multimedia Outreach.** Liaise with various departments to develop brochures, visuals, infographics, videos, and other multimedia products for both external and internal messaging. Implement new digital outreach items such as blogs, external newsletters, or other online products. Effectively collaborate and coordinate with the technical Practice Directors to plan and develop engaging communications products and new practice/project content.
- **Corporate Website.** Oversee, manage, and continually enhance the QED corporate website. Regularly update, produce, and post new content to the website. Ensure that the website is reaching our intended audiences and conveying the appropriate communications message as outlined in the communications strategy.
- **Social Media.** Devise and monitor social media strategies (Facebook, Twitter, LinkedIn, etc.) to enhance QED's social media presence and industry engagement. Research and coordinate with business development to promote bid-related work. Coordinate with recruiting to support talent acquisition through social media. Train staff¹⁷ on the effective use of social media and encourage increased social media use to enhance corporate reach.
- **Business Development.** Effectively collaborate and coordinate with the Business Development team to engage with current and new clients and partners and to proactively position QED for new business in targeted countries and technical areas. Edit proposals and design graphics for proposals intermittently.
- **Conduct Survey, Mid and Final Evaluation.** The information is to inform communication strategy to improve implementation. It also involves monitoring website and social media metrics to inform management

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| | | <p>on effectiveness of the communications strategy and its implementation. Establish continuous two-way communications channels and/or feedback mechanisms to obtain input from external and internal stakeholders to evaluate</p> |
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| | | <p>success of various communications initiatives.</p> <ul style="list-style-type: none"> • Team Management. Manage a small team of communicators: graphic designer, web manager, communications specialist, and interns. Assign tasks and review their work on a daily basis as necessary. Expand team and bring in new staff as company needs evolve. |
| Jan-Dec., 2016 | <p>Team Leader/ Communication and Public Awareness Specialist Bank of Uganda <u>Christia</u> <u>Alupo<calupo@bou.org.</u> ug >; Director Public Relations and Corporate Communication</p> | <p>Support Bank Of Uganda Develop Awareness Strategy and undertake public awareness activities for three(3) areas for the development of the Uganda Financial Sector:</p> <ul style="list-style-type: none"> • Conduct Public Survey to inform the public awareness strategy • Develop and implement public awareness for Credit Reference System • Develop and implement public awareness for Deposit Protection Fund • Develop and implement public awareness for Financial Literacy Linked 2016 World Savings Day (WSD) • Monitoring, documentation and reporting |
| | <p>Team Leader / Agricultural and Policy Specialist /Communication Specialist for Awareness Campaign on the Benefits and Opportunities of Regional Integration and Trade in East Africa Community supported by Trademark East Africa, <u>ps@meaca.go.ug;</u> Moses Sabiiti <u>mosessabiiti@trademark</u> <u>ea.com</u></p> | <p>Enhancing public and advocacy awareness about the opportunities and benefits of Regional Integration and Trade in East Africa,European Union-East Africa Economic Partnerships(EU- EAC EPA) and EAC-SADCA-COMESA Free-trade Partnerships: The benefits include, Northern and Southern Corridor projects, " one and harmonized commodity exchange system, warehousing receipt system, One stop border post, Single currency, EAC Tourist Visa,EU- EAC EPA, EAC-SADCA-COMESA Free-tradeetc.</p> <p>It involves building a strong public profile in the region by projecting a positive image of EAC to a wide range of stakeholders so as to ensure that the organization's activities are well publicized through all platforms of media.</p> <p>The ultimate result of the consultancy will be seven-fold:</p> <ul style="list-style-type: none"> • Lead strategic planning, trade/business communication, creative and production of campaign materials and execution, as well as monitoring and evaluation. • A National branded multimedia visibility campaign rolling it |

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| | | out in East Africa starting with Uganda and online, in line with |
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| | | <p>MEACA umbrella message of 'EAC - Embrace your Opportunity', EAC Summit themes, Council and Sectoral council key programs implemented through electronic, print and digital media to build a broad knowledge base on the Integration process and its key pillars.</p> <ul style="list-style-type: none"> • A National media mobilization and management plan for the campaign launch and execution, enhancing public awareness as well as an active online network of champions supporting EAC's work in Uganda. • Pitching stories and articles for national and international media. • Building brand- "East Africa at door steps- embrace the opportunities" • Lead team in successful launches while championing national Excellency awards including music talent festivals. |
| 2012 – To-date (Intermittently) | <p>Team Leader/ Agricultural and Policy Specialist /Communication Specialist, Coverage and publicity of the Regional Conference on Ease of Doing Business Initiative (EDBI) supported by World- Bank Group. IFC and World Bank Group (WBG);</p> <p>Peter Ngategize peter.ngategize@finance.c o .ug;cics@finance.go.ug</p> | <ul style="list-style-type: none"> • Developed and implemented National Communication Strategy with media plan for the regional conference and execution • Established and operationalised an active online network of champions supporting EDBI's work in Eastern and South Africa. Also, documented the best business reform practices and shared with participants' in form of video and print. I also pitched stories in East African News Paper, Guardian and The Analyst Africa Publication. • Coverage and publicity of the Regional Conference on Ease of Doing Business Initiative (EDBI hosted by Mauritius (2012), South Africa (2013), Rwanda (2014) ²⁷ and Uganda (2015), Kenya (2016), Zambia (2017 |
| Nov 2009 - July 2012 | <p>Communications and Social Mobilization Specialists, UNICEF Supported by WHO & Bill Gates Foundation Dr Ado Bwaka,bwakaa@who.int</p> | <ul style="list-style-type: none"> • Provides leadership and support to UNICEF Nigeria, Kaduna Field Office and States in the Development and Implementation of the Communication and Knowledge Strategy on Routine Immunization, and polio eradication; lead person in implementation media and outreach campaigns for the programme; • Lead teams in success re-branding and launches in 30 states in |

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| | <p>;e-mail (priv.): <u>adobwaka@gmail.c</u></p> | <p>Nigeria; provides technical and policy advice to regional and State on routine immunization, and polio-eradication related</p> |
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| | <u>om_or adobwaka@yahoo.com</u> | <p>communication and advocacy;</p> <ul style="list-style-type: none"> Events management and corporate outreach activities; Enhancing public awareness; planning, organizing and executing the Public and Media relations Strategy for EPI and PEI activities; |
| 2006-2008 | <p>Communication & External Relations</p> <p>Managing Consultant African Development Bank (AfDB Group) and NEPAD</p> <p>Magatte Wade</p> <p><u>m.wade@afdb.org</u></p> | <ul style="list-style-type: none"> Conduct Opinion Survey to inform Corporate communication and public relations strategy; Developed the AfDB Communication and Knowledge Management Strategy and assisted in the elaboration of the Corporate, Departmental, Sector and regional Communication strategies: provide technical Support for development and implementation of communications and mobilisation strategies for a number AFDB projects namely: Africa Water Facility/ AMCOW, NEPAD Infrastructure, & private sector projects; provide support in implementation of operational and project communication, focusing on packaging and disseminating information to an external bank audience through the website, newsletters, and videos and other platforms; supported in the efforts in positioning and improving communications around Bank-funded projects in African English-speaking countries in East, Central and South Africa; enhanced media development at regional and country level & maintained network of contacts with national and international ²⁷ journalist in East, Central and South Africa. <p>□</p> |
| References no.1 (minimum of 3): | <p>Name; Annet Mpabulungi-WAKABI</p> <p>Designation; Team Leader, Governance, UNDP, Uganda</p> <p>Organization: UNDP, Uganda; Contact Information; <u>+256 716005130</u>, <u>+256 417112100</u>;</p> <p><u>annet.mpabulungi@undp.org</u>; Skype ID: annet_mpabulungi</p> | |

Reference no.2

Name: Dr. Ado M. BWAKA

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| | <p>Designation: Team Leader,EPI/Polio Eradication Programme</p> <p>Organisation: WHO Inter-Country Support Team (IST) for West Africa,178, Av.</p> <p>Independance 03 P.O Box 7019,Ouagadougou 03,Burkina Faso</p> <p>Contact Information: Cell:<u>+226 70202473</u>;e-mail (prof.) : <u>bwakaa@who.int</u>;e-mail (priv.): <u>adobwaka@gmail.com</u> or <u>adobwaka@yahoo.com</u></p> |
| Reference no.3 | <p>Dr Joseph Oryokot,</p> <p>Designation; Task Manager, Agricultural and Rural Development Sector, World-Bank Group,Lumumba Avenue 1,P.O Box 4463,Kampala, Uganda</p> <p>Contact Information Tel: +256-2200261;Tel:+245414230094/312221416/7;Fax:+256414230092</p> <p>Email:<u>joryokot@worldbank.org/ joryokot@gmail.com</u></p> |

Samples of Materials http://youtu.be/i_VUTc-VLU

<http://youtu.be/DAA47uoSO aM>

<http://youtu.be/hral7vlUVes>

Declaration:

I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract. I also understand that any wilful misstatement described above may lead to my disqualification, before or during my engagement.

Signature of the Nominated Team Leader/Member:



Date Signed*: 22.06.2019

* ***It should be signed by the proposed consultant whose CV to be attached in the Technical Proposal***

Note: All colored text is for indicative purposes only to assist in preparing this form and shall be deleted from the final product.

TECH 5: TEAM COMPOSITION AND TASK ASSIGNMENTS

| Name of Staff & Firm | Position of the Consultant | Areas of Expertise | Task Assigned | Reporting |
|-----------------------------------|---|---|--|-----------|
| 1..Ocilaje Michael, PhD Fellow | International Strategic, Development and Health Communication and Advocacy Expert and Team Leader | Strategic, Development and Health Communication and Advocacy Expert | <ul style="list-style-type: none">• Overall professional and technical management and responsibility for overall direction of the assignment;• Review documentation necessary for the assignment;• Participate in the design of Inception report (methodology, study plan and the tools)• Undertake situation analysis and formative research related to the Campaign.• Determine and execute additional social research needs (audience analysis, stakeholder analysis etc). | Client |

- Develop an evidence-based communication, marketing and outreach strategy, implementation plan with

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| | | | <p>defined implementation and monitoring indicators, and strategy and required budgets;</p> <ul style="list-style-type: none"> • Responsible for quality and timely execution, training, mentoring, monitoring and support supervision of the Public Awareness Campaign • Responsible for community show and local activation, as well as stakeholder and capacity building meeting; • Coordinate the organization of meetings, briefings and audience with the Key Stakeholders’; • Document results, lessons learned and next steps to ensure the sustainability and impact of communication interventions of the campaign • Responsible for quality assurance of process and reporting as scheduled | |
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| 2.Ms. Grace Achire | Public Relations and Marketing Expert | Accounts Planner and Public Relations and Marketing Expert | <ul style="list-style-type: none"> • Day-to-day planning, management coordination and reporting of clients' strategic communication, Public Relations, Digital, Media investment, Marketing, Brand P and Activation and advertising • Responsible for preparation of creative briefs • Pro-active leadership that encourages teams to perform to the best of their ability • Third Party Suppliers Management • Regular communication and liaison with clients at a senior level & the organisation of client feedback • Managing, reviewing progress and delivering the client's projects. • Generating accurate reports and status notifications • Pitching fresh and innovative ideas to clients • Completing projects to a specific schedule and within an | |
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| | | | <p>agreed budget</p> <ul style="list-style-type: none"> • Using your knowledge and skills to push clients, the team and the agency in the most productive direction • Responsible for support supervision, Monitoring and Evaluation • Responsible for quality assurance and reporting | |
| 3. Mr Kyamutetera Muhereza | Has 30 years Experience in Public Relations, Media Investment | Public Relations and Media Investment | <ul style="list-style-type: none"> • Participate in preparation of inception report with a coasted implementation plan • Plan, develop and coordinate Public Relations Strategy including monitoring and Reporting • Liaising with colleagues and key Spokespeople • Writing, and editing in-house articles, case studies,speeches and reports • Responsile for planning, | |

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| | | | <p>preparation and production of publicity materials</p> <ul style="list-style-type: none"> • Sourcing and managing speaking and sponsorship opportunities • Facilitate meetings and briefings with key stakeholders • Working with Web master and Multimedia expert to manage the Ministry website and social media platforms • Plan, organizes and coordinate consultation, capacity building and stakeholders workshop • Responsible for media investment namely media planning, booking, engagement with approved media houses • Organize media briefing sessions for champions, spokespersons, focal points and | |
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| | | | <p>Media</p> <ul style="list-style-type: none"> • Development creative briefs used to tool used to guide the pre-testing process that explains the design concept and overall content. • Coordinate and execute public relations and branding activities, as well as crisis Communication • Reporting and quality control • Participate in reporting and ensure quality of engagement Activities | |
| 4.Mr. Byarugahara Balaam Ateenyi | Marketing, Product Development and Event Management | Engagement and Event Management Manager | <ul style="list-style-type: none"> • Participate in the development of the Public Awareness Campaign strategy and execution plan for the campaign • Execute branding position , marketing and promotion plans • Plan, execute and monitor the implementation of the | |

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| | | | Community Engagement activities, as well as events management | |
| 5.Dr. Bruno Yawe | Financial and Economic Expert | Financial and Banking Expert | <ul style="list-style-type: none"> • Review key documents pertaining to this assignment. • Participate in development of inception report and costed plan • Participate in the preparation of Public Awareness and Brand Building Strategy(Brand Corporate Identity) • Responsible planning, conducting and monitoring stakeholder and community trainings in CRS, SPF, FL <p>Participate in quality assurance and reporting</p> | |
| • Support Team | | | | |
| 1CHRIS PERRY | Marketing, E-commerce and | Brand Manager | <ul style="list-style-type: none"> • Review key documents pertaining to this assignment. | |

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| | Brand Manager | | <ul style="list-style-type: none"> • Participate in development of inception report and costed plan • Develop Brand Building Strategy(Brand Corporate Identity) • Responsible brand marketing strategy and plan development and execution • Responsible for brand positioning, activation and driving clients engagement and Awareness • Responsible Brand account penetration and development • Responsible for budget management; market research coordination; cross-functional team leadership and agency and project management. | |
| 2. Godwin Bonge | Media Expert , Copy Writer and | Media,Writer and | <ul style="list-style-type: none"> • Working Closely with Creative Team Team and Client, interpreting | |

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| Muhwezi | Editor | Copy Editor | <p>their briefs and developing creative ideas and concepts</p> <ul style="list-style-type: none"> • Crafting, writing clear, persuasive, original copy • Proof-reading, amending, revising or redeveloping adverts or campaigns in response to feedback from the creative director, account team or clients • Overseeing campaigns through the production stage to completion | Leader | |
| 3. Mr Were Andrew | Art, Creative and Production Manager | Creative and Production Manager | <ul style="list-style-type: none"> • Working Closely with the copywriter Team to generate creative ideas and Leader concepts to fulfil the clients brief • producing sketches or 'storyboards' (television) or 'roughs' or 'scamps' (print) to | | |

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| | | | <p>communicate ideas to the client</p> <ul style="list-style-type: none"> • gaining an understanding of the target audience and business that the advert is aimed • meeting with the creative director and account managers before presenting ideas to clients • Pitching Ideas to the Clients <p>Commissioning photographers, artists or film-makers to work on projects</p> | |
| 7. Andrew Businge | Digital Communication and Marketer Expert | Digital Communication and Web-Master and on-line Marketer | <ul style="list-style-type: none"> ■ Participate in preparation of inception report with a costed implementation plan ■ Develop, execute and report the media, multi-media as well as Social Media Strategies and execution plan ■ Participate in the presentations ■ Reporting and quality control | |

Support Staff

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| 4.Mr. Bart Kakooza | Copy Writer, Editor and Media Production | Copy Writer, Editor, Multi-Media Production Expert | <ul style="list-style-type: none"> ■ Crafting articles, success stories and publishing ■ Reporting in success stories ■ Create scripts for mass media and position of the programmes, ■ Supervise, direct the recording of the field activities and campaign ■ Responsible in planning and production at every stage of the television programme, film or video, overseeing the project from beginning to end, both in the studio and on location. ■ Edit documentation and prepare for final records of the ■ Act as copy editor and Journalist | |
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| 5. Samuel Gamma Nabataea | Sound, editing, script writing, and Camera work. | Electronic and Audio-Expert | <ul style="list-style-type: none"> ■ Creativity, particularly when it involves an audio-visual material. The producer works with a team of technicians concerned with sound, editing, ■ Create the concepts and position of the programmes messages together with Copywriter and Team Leader ■ Direct photo shoot and develop illustrations Design the concepts for the print tools ■ Design, formulation of the messages and their translation into appropriate materials | | |
| 6. Baron Oron | Behavioral & Theatre for Development Expert | Behavioral & Theatre for Development Expert | <ul style="list-style-type: none"> ■ Develop and facilitate theatre for Development, Music and Cultural Trainings and mentorship for community Champions ■ Plan, organize, prepare and coordinate Theatre for | | |

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| | | | | <p>Development and Music Festival Competitions during the community shows</p> <ul style="list-style-type: none"> ■ Coordinate and integrated Poem and Music Festival shows in community shows and Prizing, as well professional recording | |
| 1. Experiential Marketing Team | Campaign Crew (10) | Campaign Crew (10) | | <ul style="list-style-type: none"> • Field Execution of community and targeted activations • Targeted dissemination of information and materials • Photography, Videography and Social media online twitting. • Transcription and translation of filed reports and provide draft report from cluster assigned | |
| 9. Support Team (7) | Support Team | <p>Photo /video journalist, Graphic artist,</p> <p>Print production Animators,</p> <p>producers , Media</p> | | <ul style="list-style-type: none"> • Field data collection, transcription, cleaning, compilation, pre-testing and preliminary editing during need assessment, pre-evaluation, post evaluation and communication campaign and monitoring. | |

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| | | Buyer, sales promotion(7) | <ul style="list-style-type: none">• Conduct additional research to gather complementary data to inform the campaign• Part of team involved in documenting activities of the programme | | : | |
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| Name of Staff & Firm | Position of the Consultant | Areas of Expertise | Task Assigned | Reporting |
|----------------------|---|---|---|-----------|
| 1..Ocilaje Michael | International Strategic, Development and Health Communication and Advocacy Expert and Team Leader | Strategic, Development and Health Communication and Advocacy Expert | <ul style="list-style-type: none"> Overall professional and technical management and responsibility for overall direction of the assignment; Review documentation necessary for the assignment; Participate in the design of Inception report (methodology, study plan and the tools) Undertake situation analysis and formative research related to the Campaign. Determine and execute additional social research needs (audience analysis, stakeholder analysis etc). Develop an evidence-based communication and media awareness plan with defined implementation and monitoring indicators, and strategy and required budgets; Responsible for quality and timely | Client |

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| | | | <p>execution, training, mentoring, monitoring and support supervision of the Public Awareness Campaign</p> <ul style="list-style-type: none"> • Responsible for community show and local activation, as well as stakeholder and capacity building meeting; • Coordinate the organization of meetings, briefings and audience with the Key Stakeholders’; • Document results, lessons learned and next steps to ensure the sustainability and impact of communication interventions of the campaign • Responsible for quality assurance of process and reporting as scheduled | |
| 2.Ms. Josephine Etima | Accounts Planner and Manager and M & Expert | Accounts Planner and Manager and M & Expert | <ul style="list-style-type: none"> • Day-to-day planning, management coordination and reporting of clients' strategic communication, Public Relations, Digital, Media investment, Marketing, Brand P | |

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| | | <p>and Activation and advertising</p> <ul style="list-style-type: none"> • Responsible for preparation of creative briefs • Pro-active leadership that encourages teams to perform to the best of their ability • Third Party Suppliers Management • Regular communication and liaison with clients at a senior level & the organisation of client feedback • Managing, reviewing progress and delivering the client's projects. • Generating accurate reports and status notifications • Pitching fresh and innovative ideas to clients • Completing projects to a specific schedule and within an agreed budget • Using your knowledge and skills to push clients, the team and the agency in the most productive direction | |
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| | | | <ul style="list-style-type: none"> • Responsible for support supervision, Monitoring and Evaluation • Responsible for quality assurance and reporting | |
| 3. Mr. Yusuf Walusimbi | Has 30 years Experience in Public Relations, Media Investment | Public Relations and Media Investment | <ul style="list-style-type: none"> • Participate in preparation of inception report with a coasted implementation plan • Plan, develop and coordinate Public Relations Strategy including monitoring and reporting • Liaising with colleagues and key spokespeople • Writing, and editing in-house articles, case studies,speeches and reports • Responsile for planning, preparation and production of publicity materials • Sourcing and managing speaking and sponsorship | |

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| | | | <p>opportunities</p> <ul style="list-style-type: none"> • Facilitate meetings and briefings with key stakeholders • Working with Web master and Multimedia expert to manage the Ministry website and social media platforms • Plan, organizes and coordinate consultation, capacity building and stakeholders workshop • Responsible for media investment namely media planning, booking, engagement with approved media houses • Organize media briefing sessions for champions, spokespersons, focal points and media • Development creative briefs used to tool used to guide the pre-testing process that explains the design concept and overall | |
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| | | | <p>content.</p> <ul style="list-style-type: none"> Coordinate and execute public relations and branding activities, as well as crisis communication Reporting and quality control Participate in reporting and ensure quality of engagement activities | |
| 4.Mr. Byarugahara Balaam Ateenyi | Marketing, Product Development and Event Management | Engagemet and Event Management Manager | <ul style="list-style-type: none"> Participate in the development of the Public Awareness Campaign strategy and execution plan for the campaign Execute branding position marketing and promotion plans Plan, execute and monitor the implementation of the Community Engagement activities, as well as events management | |
| 5.Dr. Bruno Yawe | Financial and | Financial and | <ul style="list-style-type: none"> Review key documents | |

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| | Economic Expert | Banking Expert | <p>pertaining to this assignment.</p> <ul style="list-style-type: none"> • Participate in development of inception report and costed plan • Participate in the preparation of Public Awareness and Brand Building Strategy(Brand Corporate Identity) • Responsible planning, conducting and monitoring stakeholder and community trainings in CRS, SPF, FL <p>Participate in quality assurance and reporting</p> | |
| • Support Team | | | | |
| 1CHRIS PERRY | Marketing, E-commerce and Brand Manager | Brand Manager | <ul style="list-style-type: none"> • Review key documents pertaining to this assignment. • Participate in development of inception report and costed plan • Develop Brand Building Strategy(| |

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| | | | <p>Brand Corporate Identity)</p> <ul style="list-style-type: none"> • Responsible brand marketing strategy and plan development and execution • Responsible for brand positioning, activation and driving clients engagement and awareness • Responsible Brand account penetration and development • Responsible for budget management; market research coordination; cross-functional team leadership and agency and project management. | |
| 2.Mr Kyamutetera Muhereza | Media Expert , Copy Writer and Editor | Media,Writer and Copy Editor | <ul style="list-style-type: none"> • Working Closely with Creative Team and Client, interpreting their briefs and developing creative ideas and concepts • Crafting, writing clear, persuasive, original copy | Team Leader |

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| | | | <ul style="list-style-type: none"> • Proof-reading, amending, revising or redeveloping adverts or campaigns in response to feedback from the creative director, account team or clients • Overseeing campaigns through the production stage to completion | |
| <u>3.Mr Were Andrew</u> | Art, Creative and Production Manager | Creative Production Manager | <ul style="list-style-type: none"> • Working Closely with the copywriter Team to generate creative ideas and Leader concepts to fulfil the clients brief • producing sketches or 'storyboards' (television) or 'roughs' or 'scamps' (print) to communicate ideas to the client • gaining an understanding of the target audience and business that the advert is aimed • meeting with the creative director and account managers | |

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| | | | <p>before presenting ideas to clients</p> <ul style="list-style-type: none"> • Pitching Ideas to the Clients <p>Commissioning photographers, artists or film-makers to work on projects</p> | |
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| 7. Andrew Businge | Digital Communication and Marketer Expert | Digital Communication and Web-Master and on-line Marketer | <ul style="list-style-type: none"> ■ Participate in preparation of inception report with a costed implementation plan ■ Develop, execute and report the media, multi-media as well as Social Media Strategies and execution plan ■ Participate in the presentations ■ Reporting and quality control | |
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| Support Staff | | | | |
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| 4. Mr. Bart Kakooza | Copy Writer, Editor and Media Production | Copy Writer, Editor, Multi-Media Production Expert | <ul style="list-style-type: none"> ■ Crafting articles, success stories and publishing ■ Reporting in success stories | |
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| | | | <ul style="list-style-type: none"> ■ Create scripts for mass media and position of the programmes, ■ Supervise, direct the recording of the field activities and campaign ■ Responsible in planning and production at every stage of the television programme, film or video, overseeing the project from beginning to end, both in the studio and on location. ■ Edit documentation and prepare for final records of the ■ Act as copy editor and Journalist | |
| 5. Samuel Gamma Nabataea | Sound, editing, script writing, and Camera work. | Electronic and Audio-Expert | <ul style="list-style-type: none"> ■ Creativity, particularly when it involves an audio-visual material. The producer works with a team of technicians concerned with sound, editing, ■ Create the concepts and position of the programmes | |

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| | | | <p>messages together with Copywriter and Team Leader</p> <ul style="list-style-type: none"> ■ Direct photo shoot and develop illustrations Design the concepts for the print tools ■ Design, formulation of the messages and their translation into appropriate materials | |
| 6. Baron Oron | Behavioral & Theatre for Development Expert | Behavioral & Theatre for Development Expert | <ul style="list-style-type: none"> ■ Develop and facilitate theatre for Development, Music and Cultural Trainings and mentorship for community Champions ■ Plan, organize, prepare and coordinate Theatre for Development and Music Festival Competitions during the community shows ■ Coordinate and integrated Poem and Music Festival shows in community shows and Prizing, as well professional recording | |

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| | | | | |
| 2. Experiential and Events Marketing Team | Campaign Crew (10) | Campaign Crew (10) | <ul style="list-style-type: none"> • Field Execution of community and targeted activations • Targeted dissemination of information and materials • Photography, Videography and Social media online twitting. • Transcription and translation of filed reports and provide draft report from cluster assigned | |
| 9. Support Team (7) | Support Team | <p>Photo /video journalist, Graphic artist, Print production Animators, producers , Media Buyer, sales promotion(7)</p> | <ul style="list-style-type: none"> • Field data collection, transcription, cleaning, compilation, pre-testing and preliminary editing during need assessment, pre-evaluation, post evaluation and communication campaign and monitoring. • Conduct additional research to gather complementary data to inform the campaign • Part of team involved in documenting activities of the programme | |

TECH 4: TEAM COMPOSITION AND TASK ASSIGNMENTS

TECH 4: TEAM COMPOSITION AND TASK ASSIGNMENTS

| Name of Staff & Firm | Position of the Consultant | Areas of Expertise | Task Assigned | Reporting |
|----------------------------------|---|---|--|-----------|
| 1.Ocilaje Michael, PhD Fellow | International Strategic, Development and Health Communication and Advocacy Expert and Team Leader | Strategic, Development and Health Communication and Advocacy Expert | <ul style="list-style-type: none"> • Overall professional and technical management and responsibility for overall direction of the assignment; • Review documentation necessary for the assignment; • Participate in the design of Inception report (methodology, study plan and the tools) • Undertake situation analysis and formative research related to the Campaign. • Determine and execute additional social research needs (audience analysis, stakeholder analysis etc). • Develop an evidence-based communication, marketing and outreach strategy, implementation plan with | Client |

| | | | |
|--|--|---|--|
| | | <p>defined implementation and monitoring indicators, and strategy and required budgets;</p> <ul style="list-style-type: none"> • Responsible for quality and timely execution, training, mentoring, monitoring and support supervision of the Public Awareness Campaign • Responsible for community show and local activation, as well as stakeholder and capacity building meeting; • Coordinate the organization of meetings, briefings and audience with the Key Stakeholders’; • Document results, lessons learned and next steps to ensure the sustainability and impact of communication interventions of the campaign • Responsible for quality assurance of process and reporting as scheduled | |
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| 2.Ms. Grace Achire | Public Relations and Marketing Expert | Accounts Planner and Public Relations and Marketing Expert | <ul style="list-style-type: none"> • Day-to-day planning, management coordination and reporting of clients' strategic communication, Public Relations, Digital, Media investment, Marketing, Brand P and Activation and advertising • Responsible for preparation of creative briefs • Pro-active leadership that encourages teams to perform to the best of their ability • Third Party Suppliers Management • Regular communication and liaison with clients at a senior level & the organisation of client feedback • Managing, reviewing progress and delivering the client's projects. • Generating accurate reports and status notifications • Pitching fresh and innovative ideas to clients • Completing projects to a specific schedule and within an | |
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|----------------------------|---|---|--|--|--|
| | | | | <p>agreed budget</p> <ul style="list-style-type: none"> • Using your knowledge and skills to push clients, the team and the agency in the most productive direction • Responsible for support supervision, Monitoring and Evaluation • Responsible for quality assurance and reporting | |
| 3. Mr Kyamutetera Muhereza | Has 30 years Experience in Public Relations, Media Investment | Public and Relations Media Investment | | <ul style="list-style-type: none"> • Participate in preparation of inception report with a coasted implementation plan • Plan, develop and coordinate Public Relations Strategy including monitoring and reporting <ul style="list-style-type: none"> • Liaising with colleagues and key spokespeople • Writing, and editing in-house articles, case studies,speeches and reports • Responsile for planning, | |

| | | | |
|--|--|--|--|
| | | <p>preparation and production of publicity materials</p> <ul style="list-style-type: none"> • Sourcing and managing speaking and sponsorship opportunities • Facilitate meetings and briefings with key stakeholders • Working with Web master and Multimedia expert to manage the Ministry website and social media platforms • Plan, organizes and coordinate consultation, capacity building and stakeholders workshop • Responsible for media investment namely media planning, booking, engagement with approved media houses <ul style="list-style-type: none"> • Organize media briefing sessions for champions, spokespersons, focal points and | |
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| | | | media | |
| 4.Mr. Byarugahara Balaam Ateenyi | Marketing, Product Development and Event Management | Engagemet Event Management Manager | <ul style="list-style-type: none"> • Development creative briefs used to tool used to guide the pre-testing process that explains the design concept and overall content. • Coordinate and execute public relations and branding activities, as well as crisis communication • Reporting and quality control • Participate in reporting and ensure quality of engagement activities | |

| | | | | | |
|------------------|-------------------------------|------------------------------|---|------------|--|
| | | | Community activities, as well as events management | Engagement | |
| 5.Dr. Bruno Yawe | Financial and Economic Expert | Financial and Banking Expert | <ul style="list-style-type: none"> • Review key documents pertaining to this assignment. • Participate in development of inception report and costed plan • Participate in the preparation of Public Awareness and Brand Building Strategy(Brand Corporate Identity) • Responsible planning, conducting and monitoring stakeholder and community trainings in CRS, SPF, FL <p>Participate in quality assurance and reporting</p> | | |
| • Support Team | | | | | |
| 1CHRIS PERRY | Marketing, E-commerce and | Brand Manager | <ul style="list-style-type: none"> • Review key documents pertaining to this assignment. | | |

| | | | | |
|-----------------|-----------------------------------|------------------|--|--|
| | Brand Manager | | <ul style="list-style-type: none"> • Participate in development of inception report and costed plan • Develop Brand Building Strategy(Brand Corporate Identity) • Responsible brand marketing strategy and plan development and execution • Responsible for brand positioning, activation and driving clients engagement and awareness • Responsible Brand account penetration and development • Responsible for budget management; market research coordination; cross-functional team leadership and agency and project management. | |
| 2. Godwin Bonge | Media Expert , Copy Writer and | Media,Writer and | <ul style="list-style-type: none"> • Working Closely with Creative Team Team and Client, interpreting | |

| | | | | | |
|--------------------------|--------------------------------------|---------------------------------|--|--------|--|
| Muhwezi | Editor | Copy Editor | <p>their briefs and developing creative ideas and concepts</p> <ul style="list-style-type: none"> • Crafting, writing clear, persuasive, original copy • Proof-reading, amending, revising or redeveloping adverts or campaigns in response to feedback from the creative director, account team or clients • Overseeing campaigns through the production stage to completion | Leader | |
| 3. Mr Were Andrew | Art, Creative and Production Manager | Creative and Production Manager | <ul style="list-style-type: none"> • Working Closely with the copywriter Team to generate creative ideas and Leader concepts to fulfil the clients brief • producing sketches or 'storyboards' (television) or 'roughs' or 'scamps' (print) to | | |

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| | | | <p>communicate ideas to the client</p> <ul style="list-style-type: none"> • gaining an understanding of the target audience and business that the advert is aimed • meeting with the creative director and account managers before presenting ideas to clients • Pitching Ideas to the Clients <p>Commissioning photographers, artists or film-makers to work on projects</p> | |
| 7. Andrew Businge | Digital Communication and Marketer Expert | Digital Communication and Web-Master and on-line Marketer | <ul style="list-style-type: none"> ■ Participate in preparation of inception report with a costed implementation plan ■ Develop, execute and report the media, multi-media as well as Social Media Strategies and execution plan ■ Participate in the presentations ■ Reporting and quality control | |

Support Staff

| | | | | |
|--------------------|--|--|---|--|
| 4.Mr. Bart Kakooza | Copy Writer, Editor and Media Production | Copy Writer, Editor, Multi-Media Production Expert | <ul style="list-style-type: none"> ■ Crafting articles, success stories and publishing ■ Reporting in success stories ■ Create scripts for mass media and position of the programmes, ■ Supervise, direct the recording of the field activities and campaign ■ Responsible in planning and production at every stage of the television programme, film or video, overseeing the project from beginning to end, both in the studio and on location. ■ Edit documentation and prepare for final records of the ■ Act as copy editor and Journalist | |
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|--------------------------|--|---|--|--|--|
| 5. Samuel Gamma Nabataea | Sound, editing, script writing, and Camera work. | Electronic and Audio-Expert | <ul style="list-style-type: none"> ■ Creativity, particularly when it involves an audio-visual material. The producer works with a team of technicians concerned with sound, editing, ■ Create the concepts and position of the programmes messages together with Copywriter and Team Leader ■ Direct photo shoot and develop illustrations Design the concepts for the print tools ■ Design, formulation of the messages and their translation into appropriate materials | | |
| 6. Baron Oron | Behavioral & Theatre for Development Expert | Behavioral & Theatre for Development Expert | <ul style="list-style-type: none"> ■ Develop and facilitate theatre for Development, Music and Cultural Trainings and mentorship for community Champions ■ Plan, organize, prepare and coordinate Theatre for | | |

| | | | | |
|--------------------------------|--------------------|---|---|--|
| | | | <p style="text-align: center;">Development and Music Festival Competitions during the community shows</p> <ul style="list-style-type: none"> ■ Coordinate and integrated Poem and Music Festival shows in community shows and Prizing, as well professional recording | |
| 1. Experiential Marketing Team | Campaign Crew (10) | Campaign Crew (10) | <ul style="list-style-type: none"> • Field Execution of community and targeted activations • Targeted dissemination of information and materials • Photography, Videography and Social media online twitting. • Transcription and translation of filed reports and provide draft report from cluster assigned | |
| 9. Support Team (7) | Support Team | Photo /video journalist, Graphic artist, Print production Animators, producers , Media | <ul style="list-style-type: none"> • Field data collection, transcription, cleaning, compilation, pre-testing and preliminary editing during need assessment, pre-evaluation, post evaluation and communication campaign and monitoring. | |

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|--|--|---|--|--|---|--|
| | | Buyer, sales promotion(7) | <ul style="list-style-type: none">• Conduct additional research to gather complementary data to inform the campaign• Part of team involved in documenting activities of the programme | | : | |
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| Name of Staff & Firm | Position of the Consultant | Areas of Expertise | Task Assigned | Reporting |
|----------------------|---|---|---|-----------|
| 1..Ocilaje Michael | International Strategic, Development and Health Communication and Advocacy Expert and Team Leader | Strategic, Development and Health Communication and Advocacy Expert | <ul style="list-style-type: none"> Overall professional and technical management and responsibility for overall direction of the assignment; Review documentation necessary for the assignment; Participate in the design of Inception report (methodology, study plan and the tools) Undertake situation analysis and formative research related to the Campaign. Determine and execute additional social research needs (audience analysis, stakeholder analysis etc). Develop an evidence-based communication and media awareness plan with defined implementation and monitoring indicators, and strategy and required budgets; Responsible for quality and timely | Client |

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| | | | <p>execution, training, mentoring, monitoring and support supervision of the Public Awareness Campaign</p> <ul style="list-style-type: none"> • Responsible for community show and local activation, as well as stakeholder and capacity building meeting; • Coordinate the organization of meetings, briefings and audience with the Key Stakeholders’; • Document results, lessons learned and next steps to ensure the sustainability and impact of communication interventions of the campaign • Responsible for quality assurance of process and reporting as scheduled | |
| 2.Ms. Josephine Etima | Accounts Planner and Manager and M & Expert | Accounts Planner and Manager and M & Expert | <ul style="list-style-type: none"> • Day-to-day planning, management coordination and reporting of clients' strategic communication, Public Relations, Digital, Media investment, Marketing, Brand P | |

and Activation and advertising

- Responsible for preparation of creative briefs
- Pro-active leadership that encourages teams to perform to the best of their ability
- Third Party Suppliers Management
- Regular communication and liaison with clients at a senior level & the organisation of client feedback
- Managing, reviewing progress and delivering the client's projects.
- Generating accurate reports and status notifications
- Pitching fresh and innovative ideas to clients
- Completing projects to a specific schedule and within an agreed budget
- Using your knowledge and skills to push clients, the team and the agency in the most productive direction

| | | | | |
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| | | | <ul style="list-style-type: none"> • Responsible for support supervision, Monitoring and Evaluation • Responsible for quality assurance and reporting | |
| 3. Mr. Yusuf Walusimbi | Has 30 years Experience in Public Relations, Media Investment | Public Relations and Media Investment | <ul style="list-style-type: none"> • Participate in preparation of inception report with a coasted implementation plan • Plan, develop and coordinate Public Relations Strategy including monitoring and reporting • Liaising with colleagues and key spokespeople • Writing, and editing in-house articles, case studies,speeches and reports • Responsile for planning, preparation and production of publicity materials • Sourcing and managing speaking and sponsorship | |

opportunities

- Facilitate meetings and briefings with key stakeholders
- Working with Web master and Multimedia expert to manage the Ministry website and social media platforms
- Plan, organizes and coordinate consultation, capacity building and stakeholders workshop
- Responsible for media investment namely media planning, booking, engagement with approved media houses
- Organize media briefing sessions for champions, spokespersons, focal points and media
- Development creative briefs used to tool used to guide the pre-testing process that explains the design concept and overall

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| | | | <ul style="list-style-type: none"> content. Coordinate and execute public relations and branding activities, as well as crisis communication Reporting and quality control Participate in reporting and ensure quality of engagement activities | |
| 4.Mr. Byarugahara Balaam Ateenyi | Marketing, Product Development and Event Management | Engagemet Event Management Manager | <ul style="list-style-type: none"> Participate in the development of the Public Awareness Campaign strategy and execution plan for the campaign Execute branding position , marketing and promotion plans Plan, execute and monitor the implementation of the Community Engagement activities, as well as events management | |
| 5.Dr. Bruno Yawe | Financial and | Financial and | <ul style="list-style-type: none"> Review key documents | |

| | | | | |
|----------------|---|----------------|--|--|
| | Economic Expert | Banking Expert | <p>pertaining to this assignment.</p> <ul style="list-style-type: none"> • Participate in development of inception report and costed plan • Participate in the preparation of Public Awareness and Brand Building Strategy(Brand Corporate Identity) • Responsible planning, conducting and monitoring stakeholder and community trainings in CRS, SPF, FL <p>Participate in quality assurance and reporting</p> | |
| • Support Team | | | | |
| 1CHRIS PERRY | Marketing, E-commerce and Brand Manager | Brand Manager | <ul style="list-style-type: none"> • Review key documents pertaining to this assignment. • Participate in development of inception report and costed plan • Develop Brand Building Strategy(| |

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|---------------------------|---------------------------------------|------------------------------|--|--|
| | | | <p>Brand Corporate Identity)</p> <ul style="list-style-type: none"> • Responsible brand marketing strategy and plan development and execution • Responsible for brand positioning, activation and driving clients engagement and awareness • Responsible Brand account penetration and development • Responsible for budget management; market research coordination; cross-functional team leadership and agency and project management. | |
| 2.Mr Kyamutetera Muhereza | Media Expert , Copy Writer and Editor | Media,Writer and Copy Editor | <ul style="list-style-type: none"> • Working Closely with Creative Team Team and Client, interpreting their Leader briefs and developing creative ideas and concepts • Crafting, writing clear, persuasive, original copy | |

| | | | | |
|--------------------------|--------------------------------------|-----------------------------|--|--|
| | | | <ul style="list-style-type: none"> • Proof-reading, amending, revising or redeveloping adverts or campaigns in response to feedback from the creative director, account team or clients • Overseeing campaigns through the production stage to completion | |
| 3. Mr Were Andrew | Art, Creative and Production Manager | Creative Production Manager | <ul style="list-style-type: none"> • Working Closely with the copywriter Team to generate creative ideas and Leader concepts to fulfil the clients brief • producing sketches or 'storyboards' (television) or 'roughs' or 'scamps' (print) to communicate ideas to the client • gaining an understanding of the target audience and business that the advert is aimed • meeting with the creative director and account managers | |

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| | | | <p>before presenting ideas to clients</p> <ul style="list-style-type: none"> • Pitching Ideas to the Clients <p>Commissioning photographers, artists or film-makers to work on projects</p> | |
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| 7. Andrew Businge | Digital Communication and Marketer Expert | Digital Communication and Web-Master and on-line Marketer | <ul style="list-style-type: none"> ■ Participate in preparation of inception report with a costed implementation plan ■ Develop, execute and report the media, multi-media as well as Social Media Strategies and execution plan ■ Participate in the presentations ■ Reporting and quality control | |
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| Support Staff | | | | |
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| 4. Mr. Bart Kakooza | Copy Writer, Editor and Media Production | Copy Writer, Editor, Multi-Media Production Expert | <ul style="list-style-type: none"> ■ Crafting articles, success stories and publishing ■ Reporting in success stories | |
|---------------------|--|--|---|--|

| | | | | |
|--------------------------|--|-------------------------|--|--|
| | | | <ul style="list-style-type: none"> ■ Create scripts for mass media and position of the programmes, ■ Supervise, direct the recording of the field activities and campaign ■ Responsible in planning and production at every stage of the television programme, film or video, overseeing the project from beginning to end, both in the studio and on location. ■ Edit documentation and prepare for final records of the ■ Act as copy editor and Journalist | |
| 5. Samuel Gamma Nabataea | Sound, editing, script writing, and Camera work. | Electronic Audio-Expert | <ul style="list-style-type: none"> ■ Creativity, particularly when it involves an audio-visual material. The producer works with a team of technicians concerned with sound, editing, ■ Create the concepts and position of the programmes | |

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|---------------|---|---|--|--|
| | | | <p>messages together with Copywriter and Team Leader</p> <ul style="list-style-type: none"> ■ Direct photo shoot and develop illustrations Design the concepts for the print tools ■ Design, formulation of the messages and their translation into appropriate materials | |
| 6. Baron Oron | Behavioral & Theatre for Development Expert | Behavioral & Theatre for Development Expert | <ul style="list-style-type: none"> ■ Develop and facilitate theatre for Development, Music and Cultural Trainings and mentorship for community Champions ■ Plan, organize, prepare and coordinate Theatre for Development and Music Festival Competitions during the community shows ■ Coordinate and integrated Poem and Music Festival shows in community shows and Prizing, as well professional recording | |

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| 2. Experiential and Events Marketing Team | Campaign Crew (10) | Campaign Crew (10) | <ul style="list-style-type: none"> • Field Execution of community and targeted activations • Targeted dissemination of information and materials • Photography, Videography and Social media online twitting. • Transcription and translation of filed reports and provide draft report from cluster assigned | |
| 9. Support Team (7) | Support Team | <p>Photo /video journalist, Graphic artist, Print production Animators, producers , Media Buyer, sales promotion(7)</p> | <ul style="list-style-type: none"> • Field data collection, transcription, cleaning, compilation, pre-testing and preliminary editing during need assessment, pre-evaluation, post evaluation and communication campaign and monitoring. • Conduct additional research to gather complementary data to inform the campaign • Part of team involved in documenting activities of the programme | |

5.0 ANNEXES

ANNEX 1: CVS OF KEY PROFESSIONAL TEAM

CV FOR OCILAJE MICHAEL- TEAM LEADER

| | |
|----------------------------------|---|
| Position Title and No. |  Strategic Communication, Public Relations and Advocacy Expert & Team Leader |
| Name of Expert: | Mr. Ocilaje Michael, PhD |
| Date of Birth: | 29 April 1967 |
| Country of Citizenship/Residence | Ugandan |

Education:

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

| | |
|-----------------|--------------------------------------|
| Institution | Makerere University |
| Dates attended | 2016- To-date |
| Degree obtained | PhD in Communication and Innovations |
| Awards | |

| | |
|-----------------|--|
| Institution | University of India, Uganda Campus, Kampala |
| Dates attended | 2014-2015 |
| Degree obtained | Executive MBA (Public Relations (Major) and International Marketing (Minor)) |
| Awards | |

| | |
|-----------------|---|
| Institution | Michigan State University, Ohio State, USA – Makerere University campus |
| Dates attended | 2007-8 |
| Degree obtained | Post graduate in Survey Research Methods and use of SPSS in Socio Economic analysis |

| | |
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| Awards | |
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|-----------------|---|
| Institution | University of Philippines Los Banos |
| Dates attended | 1995-1997 |
| Degree obtained | MSC. Strategic and Development Communications (Major) and Development Management(Minor) |
| Awards | PhD Funding by World Bank Group and International Rice Research Institute (IRRI) |

| | |
|-----------------|--|
| Institution | Makerere University |
| Dates attended | 19-1991 |
| Degree obtained | BSc Agricultural (Communication and Extension) |
| Awards | Government of Uganda |

Language skills, Mark 1 (worst) to 5 (Best) for competence

| Language | Reading | Speaking | Writing |
|-----------|---------|----------|---------|
| Luganda | 5 | 5 | 5 |
| English | 5 | 5 | 5 |
| Ateso | 5 | 5 | 5 |
| Kiswahili | 5 | 5 | 5 |
| French | 3 | 3 | 3 |

Membership of Professional bodies

Member – International Communication Association

Member – Public Relations Association

Member – Agricultural Economics Association

Other skills

Qualitative and quantitative Research

Communication Policy and Strategy development, implementation and advertising Consulting

Tactical Communications

;Implementation of Communication Strategies and Public Awareness Campaigns,

Design and Production of Information, Education and Communication materials,

Product Education and Awareness Campaigns,
Experiential, and an interactive program for social marketing,
Public and Media Relations and Event Planning and Management
Design and Management of interactive websites
Monitoring and Evaluation,
Training and Capacity building,
Communications and Knowledge Management
Consulting
Events and media campaigns management
Digital media strategy
Publications management:

Present Position; The Managing Director and Lead Strategic Communication Expert, Global Business for The Development Analyst Limited- Strategic Communication, Public Relations and Advertising Agency International, (01st Jan., 2013- to-date:

Years with Firm; 20 years

Key qualifications (Relevant to the project)

PhD-ongoing-Communication and Innovation at the College of Agricultural Extension and Innovation, College of Agriculture and Environment-Uganda

MBA in Public Relations(Major) and International Marketing, University of India, Uganda Campus-Uganda

MSC in Strategic and Development Communication(Major) and Development Management (Minor)-Philippines

Strategic Communication and Public Relations-Tunisia

Developing and implementing Communications, Advocacy and Strategies-Nigeria

Social Mobilisation

Monitoring and Evaluation of Communication Strategies-Nigeria

Development and Management of Projects-Philippines

Message and Material Re-packaging-ICRAF/AHI

Executive Website Design and Management-South Africa
Developing and Executing Social Media Strategies- Nigeria
BSc (Agriculture Extension and Innovation).

Regional experience. I have undertaken various assignments at National, Regional, Continental and Global levels. I have particularly worked in Kenya, Rwanda, Tanzania, Philippines, Tunisia, South Africa and Nigeria as indicated in the table below.

Leadership experience. I have provided team leadership as follows:

- (i) The Managing Director, Global Business for The Development Analyst Limited- Strategic Communication, Public Relations and Advertising Agency International, (01st Jan., 2013- to date:
- (ii) Team Leader for Development and Implementation of Communication, Education, Participation and Awareness Raising (CEPA) for Ministry of Water and Environment (MWE) assisted by the World Bank Group
- (iii) Team Leader Campaign for Benefits and Opportunities of Regional Integration and Trade, 2015-2016:
- (iv) Managing Consultant and Lead Communications & Media Expert, Feasibility Study for Establishment of Parliamentary TV and Radio, 2014,
- (v) Communication Advisor for Expanded Programme for Immunisation and Polio Initiative, UNICEF, Nigeria 2009-2012,
- (vi) The Communication Expert for African Development Bank (AfDB) Group ,2006-2008,
- (vii) Regional Communication Expert for African Highland Initiative 1999-2003,
- (viii) The Principal Communication & Information Officer for Ministry of Agriculture, Animal Industry and Fisheries (MAAIF),2005-2009.

Employment record relevant to the assignment: Specific Country Experience

| Period | Employing organization and your title/position. Contact information for references | Country | Summary of activities performed relevant to the Assignment |
|-----------|---|---------|--|
| 10/2013 – | The Development Analyst | Global | The Managing Director, Global Business for |

| | | | |
|---|--|---------|--|
| Present | Ltd- Agency International Global Business, Managing Director & Strateguc Communication and Development Management Expert and Chief Editor | | The Development Analyst Limited- International Agency responsible for Strategic Communication, Public Relations and Advertising Agency , as corporate responsibility issues |
| 2010- 2012 | The Development Analyst Ltd-International Development Consultants, Communication and Public Relations Director | Global | Responsible for Communication Strategy Development, and implementation, Advertising and Partnership Building, as well as customer loyality and Brand communication |
| 4/2004-Present | Makerere, University, Kampala, Senior Communications Instructor | Uganda | Research fellow and senior lecturer in the College of Journalism and Communication and College of Agriculture and environment |
| 1-7/2009 | Uganda Media Centre, President's Office Consultant Editor | Uganda | Acted as executed Editor |
| Nov.2009- Dec.2012 3 years and 4 month | UNICEF, International Development Communication Expert | Nigeria | Managing Consultant for development, implementation and monitoring of communication and media strategy for the Expanded Programme for Immunization and Polio Eradication Programme |
| 2012-2013 1 years | EAC, Communication Expert for Agency Support to Communication and Public Relations Support for EAC Regional Integration | Burundi | Communication Expert for development, implementation and monitoring of communication campaign |
| Jan Dec. 2012 | Expanded Programme for Immunisations and Polio, as | Nigeria | Advisor for development, implementation and monitoring of communication and |

| | | | |
|---|---|----------|--|
| 1 year | well as Malaria Eradication Programmes in Federal republic of Nigeria funded by Bill Gates Foundations/WHO/UNICEF, Development Communication Consultant | | media strategy for the Expanded Programme for Immunization and Polio Eradication Initiative |
| 1 year | Agency Support to Communication and Public Relation Support | Burundi | Communication Expert for Agency Support to Communication and Public Relation Support for EAC Regionalization, 2013 |
| 1 year | Development of Communication Materials for the Financial Markets | Tanzania | Communication Expert for Development of Communication Materials for the Financial Markets, 2011 |
| 5-10/2006 | Northwest Small-holder Agricultural Development Project, International Technical Advisor | Uganda | Managing Consultant for development, implementation and monitoring of communication and media strategy |
| March.2006-oct.2007 19 month | African Development Bank Group, Development Communication Advisor | Tunis | Managing Consultant for development, implementation and monitoring of communication and External and Relations Strategy |
| March 2003-Nov.2005 2 years and 9 Months | Northern Uganda Social Action Fund(NUSAf), Communication Expert for Office of Prime Minister | Uganda | Communication Specialist for development, implementation and monitoring of communication and External and Relations Strategy |
| 5-7/2002 | Agricultural Knowledge and Information System- | Uganda | Communication Specialist for development, implementation and monitoring of |

| | | | |
|--|--|--------|--|
| | International Consultant, DFID\NARO\NAADS, NARO Uganda | | communication and External and Relations Strategy |
| Nov.1999-dec.2003 3 years and 2 Months | Regional Coordinator & Communication Expert for International Agro-forestry Centre (ICRAF) | Uganda | Communication Specialist for development, implementation and monitoring of communication and External and Relations Strategy in ICRAF |
| 1/1998-7/2001 | Agricultural Extension Project (A.E.P) funded by World Bank, Development Communications Specialist (Local Counterpart) | Uganda | Communication Specialist for development, implementation and monitoring of communication and External and Relations Strategy in Ministry of Agriculture, Animal Industry and Fisheries, Uganda |

Membership in Professional Associations and Publications:

- Senior Member of the Africa Marketing Practitioners (AMP)
- Member, Public Relations Association of Uganda

Language Skills (indicate only languages in which you can work): English, French, Kiswahili, Ateso, Luganda

Adequacy for the Assignment:

| Detailed Tasks Assigned on Consultant's Team of Experts: | Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks |
|---|---|
| <ul style="list-style-type: none"> • Overall professional and technical management and responsibility for overall direction of the assignment; • Review documentation necessary for the assignment; | <ul style="list-style-type: none"> • Team Leader for development , implementation and monitoring of Reforms Communications Strategy for Lesotho Government (Dec., 2018 to June, 2019) • Team Leader for development, implementation and monitoring of Golden Jubilee for Bank of |

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| <ul style="list-style-type: none"> Participate in the design of Inception report (methodology, study plan and the tools) Undertake situation analysis and formative research related to the Campaign. Determine and execute additional social research needs (audience analysis, stakeholder analysis etc). Develop an evidence-based communication and media awareness execution plan with defined implementation and monitoring indicators, and strategy and required budgets; Responsible for quality and timely execution, training, mentoring, monitoring and support supervision of the Public Awareness Campaign Responsible for community show and local activation, as well as stakeholder and capacity building meeting; Coordinate the organization of meetings, briefings and audience with the Key Stakeholders’; Document results, lessons learned and next steps to ensure the sustainability and impact of communication interventions of the campaign Responsible for quality assurance of process and reporting as scheduled | <p>Uganda (Oct-Dec, 2016)</p> <p>• Team Leader for development , implementation and monitoring of the Communications and Marketing Strategy for Ministry of Water and Environment, Kampala, Uganda Oct 2015 to Oct 2016</p> <p>• Team Leader for Implementation and monitoring of awareness raising strategy for the benefits and opportunities of EAC regional integration and trade in East Africa, Uganda Jan to December 2015</p> <p>• Team Leader for Development and Implementation of Communication, Advocacy and media relations Strategy for UNICEF on Routine Immunization, MNCH, Malaria, and Polio Eradication in Kaduna-Zone(2009-2012),</p> <p>• Communication Expert for Agency Support to Communication and Public Relation Support for EAC Regionalization, 2011</p> <p>• Communication Expert Development of Communication Materials for The Financial Markets in Tanzania, 2011</p> <p>• Communication Strategy for Bujagali Hydro-Power Project-World Bank Group (1997), c) Communication& Knowledge Management Strategy for Lake Victoria Regional Local Authorities Cooperations, SIDA, 1996/7</p> <p>• Develop Popular Version for District Water and Sanitation Manual, Dissemination Strategy and Simplified Products April-Dec, 2012, DENIVA;</p> |
|--|--|

- Review and Update Communication and Information strategy for Nile Basin Initiative, 2007;
- Corporate Communication Strategy for African Development Bank Group, Tunis 2006/7
- Knowledge and Information Study for NAADS 2003;Communication Strategy for Client Oriented Agricultural Project, NARO, 2003; and
- Scoping Study for Client Oriented Agricultural Project, NARO, 2002

Experts contact information: (director@devanalyst.com, +256785369829 or 0755621873)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.



26/March/2019

Name of Expert Michael Ocilaje

Signature

Date



26/March/2019

Name of authorized: Ms. Josephine Etima

Signature

Date

Representative of the Consultant

Publications

Ocilaje Michael.O et.all 2015: Final Report for The Awareness Raising Strategy for the Benefits and Opportunities of regional integration and trade,EAC, Trademark East Africa, Unpublished

- Ocilaje Michael, 2015. The Awareness Raising Strategy for the Benefits and Opportunities of regional integration and trade,EAC, Trademark East Africa, Unpublished
- Ocilaje Michael, 2014. The feasibility study for establishment of radio and TV for parliament of Uganda, UNDP, unpublished
- Ocilaje Michael, 2013. The Dissemination Strategy for creating District Implementation Manaul for WASH, Ministry of Water and environment (MWE), Published
- Ocilaje Michael, 2013. The Revised District Implementation Manaul for WASH, Ministry of Water and environment (MWE), Published
- Ocilaje Michael, 2012. The Communication, Advocacy and Engagement Strategy Expanded Programme for Immunisation (EPI) and Polio Eradication Initiative (PEI) in 30 states in Northern Nigeria, UNICEF and WHO funded By Melinda and Bill Gates Foundation, Un Published
- Ocilaje Michael et al 2009. Research Study for the Development of a Communication Strategy and Programme DfID Programme of Support to the National Malaria Control Programme (SuNMaP) in Katsina State, Nigeria, unpushlished
- Ocilaje Michael, 2008. The Communication and Information Strategy for Nile Basin Initiative,NBI, World Bank, Published
- Ocilaje Michael, 2007. The Communication and Knowledge Management Strategy for Lake Victoria Regional Local Authorities Cooperation (LV RLAC) CIDA, Published
- Ocilaje Michael, 2007. The Communication Strategy for Bujagali Hyro-Power Project, Ministry of energy and Mineral Development (CIDA), Published
- Ocilaje Michael.O et.all 2006. . The Corporate Communication Strategy for AfDB Group, Published
- Bagnall – Oakeley, L.H. and Ocilaje M., 2003. A study of agricultural knowledge and information systems in Lira and Soroti Districts, Uganda.
- Ocilaje Michael 2002: The ICT Strategy for African Highland Initiative (AHI)
- Otai, Ocilaje Michael. 1997. Utilization of the knowledge-intensive technologies chlorophyll meter (SPAD meter) and leaf colour chart (LCC) by lowland rice farmer cooperators in three communities in Central Luzon, 1997. An M.S. Thesis submitted to the Faculty of the Graduate School, University of the Philippines at Los Banos, Philippines.

MATERIAL/ARTICLES DEVELOPED

1. www.meaca.co.ug-Lets integrate Let Celebrate
2. www.afdb.org/
3. www.ugandamediacentre.co.ug/
4. www.devanalyst.com/

5. www.unicef.org/
6. www.idrc.org/
7. www.ahi.org/
8. www.icraf.org
9. www.memd.co.ug/
10. www.mwe.co.ug
11. www.naads.co.ug

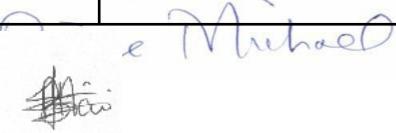
CV FOR BARUGAHARA BALAAM ATEENYI

| | | |
|--|---|---|
| | Proposed position for this project | Marketing and Brand Positioning, Product Development, Business Development and Sales and Consumer Research Expert/ Deputy Team Leader |
| | Name of person | Mr. BARUGAHARA BALAAM ATEENYI |
| | Nationality | Uganda |
| | Year Born | 5th July ,1979 |
| | Membership in profession societies | Vice Chairperson of Events Association of Uganda. Vice Chairman-Music and performing Arts Promoters Association Business Development Trainer, |
| | Education | 2012 – 2013 Cavendish University of Uganda AWARD Masters of Business Administration in Marketing 2008 Makerere University Uganda AWARD Bachelor of Commerce Bachelor of Commerce (Banking) – Upper Second, Makerere University, Kampala, Uganda,(1990). |
| | Professional area | Mr. Barugahara Balaam Ateenyi is the Founder of Balaam Marketing and Promotions Agency and Chairman of the Company. |
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With over 12 years' experience in the Marketing Industry and New Product Development, Project Management, Business Development, Vendor Management, Procurement, Market Analysis, Sales & Consumer research & Product Quality Assurance with prestigious Consumer Durables &

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| | | <p>Manufacturing organisation.</p> <p>He has Rich experience in Project Management, entailing planning, scheduling, negotiations with the client for SLAs, MOUs, business partner engagement, project progress monitoring and delivery as per defined norms.</p> |
| | Languages and degree of proficiency | English, R, R and R, Kiswahili, Luganda and Luo |
| | Countries of work experience | <input type="checkbox"/> Uganda, Kenya, South Sudan and UK |
| | Consultancy Records | <p>The “South Sudan Independence Celebrations”</p> <ul style="list-style-type: none"> <input type="checkbox"/> The “YES cigarette campaign” road shows <input type="checkbox"/> The “RSS rebrand to eye radio” <input type="checkbox"/> Miss “Malaika” South Sudan <input type="checkbox"/> The “Tusker Project Fame Auditions” South Sudan <input type="checkbox"/> The “Silver X concert” in Juba <input type="checkbox"/> “Pastor Kayanja’s Crusade” in Juba <input type="checkbox"/> The “Guinness Football Challenge” <input type="checkbox"/> The “Tukyakale Launch” of Airtel Uganda <input type="checkbox"/> The “Uganda Electoral Commission Voter Education Exercise” <input type="checkbox"/> “UNRA road safety awareness” campaign <input type="checkbox"/> The “NRM mass mobilization” campaign <input type="checkbox"/> “Happy Science’s Master Ryuho Okawa’s talk” in Africa <input type="checkbox"/> “Mini Kika Bobi Wine Airtel” Activations <input type="checkbox"/> The “Rwandese EABL trade fair and expo” <input type="checkbox"/> “Queen of great lakes” East Africa <input type="checkbox"/> The “Uganda EABL trade fare and expo” <input type="checkbox"/> The “Africa Cup of Nations Qualifier” Uganda against Burkina Faso, Congo Brazzaville, Senegal, Nigeria <input type="checkbox"/> The “inter-continental kickboxing title fight” between Moses Golola and Zsamboki Mate <input type="checkbox"/> High Profile concerts like the ‘I Believe Concert’ by R Kelly in Uganda <input type="checkbox"/> The “Annual End of year UG dance” concert at Sheraton Hotel Uganda <input type="checkbox"/> The “Annual X-Mas” Concert at Resort Beach Entebbe |

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|-----------------------------|-------------------|---|
| | | <ul style="list-style-type: none"> <input type="checkbox"/> Radio Anniversary Celebrations like "Ekiggunda Kyo Mwaka, Enkuka, Vision Group Radios" etc <input type="checkbox"/> Album Launches (Dr Jose Chameleon, Bobi Wine, Bebe Cool, Radio & Weasel, Eddy Kenzo, Juliana Kanyomozi, Irene Namubiru) <input type="checkbox"/> The "Big 60 Bell Lager" Activations from EABL <input type="checkbox"/> The "Uganda Waragi Kaportable" Launch from EABL <input type="checkbox"/> "Uganda Waragi EA Mix" Campaign from EABL Uganda <input type="checkbox"/> The "Uganda Waragi Mix a million" campaign from EABL Uganda <input type="checkbox"/> The "Pilsner Live and Loud" Activations by EABL Airtel money Activations <input type="checkbox"/> Airtel-Warid merger wedding campaign <input type="checkbox"/> Airtel shop & service centre launches –Bugolobi, Ben Kiwnuka, Arua, Shoprite,Lira <input type="checkbox"/> Airtel Kyakala promotioms Airtel Together We Can launch <input type="checkbox"/> Airtel KYC countrywide registration Airtel <input type="checkbox"/> Breakfast meetings <input type="checkbox"/> Uganda Brewaries meetings <input type="checkbox"/> Airtel Ramadhan Launch Airtel <input type="checkbox"/> 3G internet launch Freedom <input type="checkbox"/> Fiesta Activations Ssalongo Activations <input type="checkbox"/> Hospitality management(X-mas décor) <input type="checkbox"/> Airtel UMA Trade show Exhibition <input type="checkbox"/> UN day celebrations Airtel <input type="checkbox"/> Northern Exhibition <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| | Employment record | |
| | Employer 1 | 2012 - To date: Founder of Balaam Marketing and Promotions Agency and Chairman of the Company |
| | Employer 2 | 2010-1012: Coca-Cola distributer Kampala city Centre and Uganda Waragi sole exporter to Congo and South Sudan |
| Adequate For The Assignment | | Events Association of Uganda. |

| Detailed Tasks Assignment on Consultant's Team of Expert | Reference to Prior Work/Assignment that Best Illustrate Capability to handle the Assignment |
|---|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Participate in the development of the Public Awareness Campaign strategy and execution plan form promotion of credit reference bureau, customers and general public about deposit protection and world Saving Day 2016. <input type="checkbox"/> Execute branding position , marketing and promotion for Credit Reference Bureau, Deposit Protection and World Savings Day 2016 <input type="checkbox"/> Plan,execute and monitor the implementation of theCommunity Engagement activities, as well as events management | <ul style="list-style-type: none"> <input type="checkbox"/> Voter Education 2015 – To-date: Country wide, The Electrol Commission Uganda <input type="checkbox"/> 2014- To-date: Road show Promotions, bell big 60, Presidential lager, Uganda Waragi 100ml;Uganda Waragi E.A Mix;Guinness Foot ball challenge for Uganda Breweries Limited <input type="checkbox"/> 2013-Todate: Trade Activations-Both Product Education and Road shows:The Wedding Campaign-Road shows and Continues-Road shows for Airtel. <input type="checkbox"/> 2011- To-date: Trade activations –South Sudan and various concerts & launches <input type="checkbox"/> 2011-Todate: successful presidential campaigns, project marketing Bureau and Parliamentary Campaigns For NRM Political Party Uganda. |
| Signature of authorized |  |
| | +256756800080; balamuconcerts@gmail.com |

CV FOR MS. GRACE ACHIRE LABONG



MS . GRACE ACHIRE

LABONG

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|---|---|----------------|-----------------|---------------|
| Contacts: | +256776 | 544106, | 07539355 | email: |
| <u>grace.achire@vantagecom.net</u> , <u>labongg@gmail.com</u> | | | | |
| Name of Firm: | Vantage Communications (U) Ltd | | | |
| <u>www.vantagecom.net</u> | | | | |
| Profession: | Communications /Business Development Specialist | | | |
| Date of Birth: | 25th May 1966 | | | |
| Years with Firm/Entity: | 16years | | | |
| Nationality: | Ugandan | | | |

With more than 20 years of work experience in business and enterprise development with special focus on marketing communication and SMEs development. As a business mentor and trainer for SMEs, she has worked with a number of business development support organization like UIA, PSFU/BUDS, Enterprise Uganda UWEAL/Abitrust, UEPB, TechnoService in several roles towards building capacity and support to export marketing, SMEs and micro business development expert providing advisory and professional expert support.

In addition to the business development, she is an internationally accredited communication expert working with

In areas of livelihood support:

1. A Trainer for the Enterprise Uganda for Strengthening Women Program (SWEPII) for 15 women and youth groups in Northern Uganda
2. A certified Marketing and Customer Services Trainer for UWEAL and ABITrust for women groups
3. A Business consultant attached to a number of SMES and groups in Northern Uganda for PSFU/BUDS program 2011-13
4. Coordinator for the Youth Apprentice Program (YAP) in partnership with Uganda Investment Authority, a project set out to equip unemployed educated (graduate) youth to provide business records and formalization support to micro and SMES (from 2014 and ongoing)
5. A value chain and export marketing trainer certified by and CBI of Netherlands under the Uganda Export Promotion Board (UEPB).
6. A certified Business Mentor for Techno Serve
7. A certified Business Mentor by Mara Foundation

Membership in Professional Societies:

1. Standing Committee Member; Development, Training and Employment, Business Professional Women (BPW) International
2. A board Member of Uganda Women Entrepreneurs Association Ltd (UWEAL)

3. A Board Member of Uganda allied chambers of Commerce, Industries and Agriculture (UACCIA)
4. A Board Member and chairperson of the Publicity Committee for BPW International, Uganda Chapter
5. A board Member of Equity Bank Uganda
6. Member of the CIPR and Global Alliances
7. Senior Member of the Africa Public Relations Practitioners (APRA)
8. Former Vice President and Member, Public Relations Association of Uganda (PRAU)
9. Head of the Investment Committee Uganda Women Entrepreneurs Association Ltd (UWEAL)
10. A Member of the Board of Directors of Uganda Chambers of Industry Commerce and Agriculture (UCICA)
11. Member, International Public Relations Association (IPRA)
12. Member of the Corporate Governance Institute Uganda
13. Member of the Management Forum, British Council
14. Member, Uganda Service Exporters Association.

Education and Professional Certification

1. **Diploma in PR from the PR Academy** CIPR PR Academy in London
2. MBA (Entrepreneurship Development), ESAMI in collaboration with Maastricht School of Business – Best performer in the class
3. Business Counselor, Enterprise Uganda
4. Trainer of Trainer Export Marketing CIB Netherlands
5. Certified Trainer; Inside Out Learning Package from HumaNext USA
6. Certificates in **Strategic Communications** March 2006 by Pinnacle PR UK in Uganda
7. Certificate in **Advanced PR MasterClass Programme, Crisis management and Issues Communications** by Pinnacle PR in London July 2006
8. Certificate in **Communications Skills**, Adam Smith Institute, London, 2003
9. Certificate in **Communication Strategy for Responsive Government**, Conducted by the Royal Institute for Public Administration (RIPA), London, UK, 2002
10. Bachelor of Commerce (Banking) – Upper Second, Makerere University, Kampala, Uganda (1990).

Other Certifications for Business Development

1. Certificate of Achievement; Brilliant entrepreneurs, Netherlands –Uganda Women in Business Programme Oct 2014- Jan 2015
2. Strategic Business Development by SIDA delivered by Jargkog Consultant 2010
3. Certificates in the **Train the Trainer** by Centre of Promotion of Imports (CBI) from development country an agency of the Netherlands Ministry of Foreign Trade in association with the three East African Trade Promotion organizations February and April 2007.
4. Certificate in **Coaching and Mentoring** by British Council August 2006
5. Marketing Program, **9 Ways to grow your business in a Competitive Market**, Conducted by Steadman Associates and NHC Limited, Nairobi, Kenya, May 2004.
6. **Project Planning and Management** by African Renaissance Consultants, Cape Town July –Aug 2004.
7. **Proficiency in various computer applications** – MS Office, Accounting Packages like Asyst, Solomon, Pastel Accounting and Management System etc.... as well as

- specialized investment tracking software – Business Operating Conditions (BOC), MIGA Software etc...
8. Certificate in the Principles of Corporate Governance, November 2002.
 9. Certificate of Attendance regulatory Best Practice Programme, workshop on Best Practice Standards in Uganda Law Making
 10. Certificate of Achievement, **Consultancy Skills Development**, Uganda Management Institute, Conducted by the British Council, Kampala, Uganda, 1999.
 11. Certificate in **Valuing Natural Resources, Overseas** Development Agency, United Kingdom.
 12. Certificate of Attendance, Tourism and Socio-Economic Development, Conducted by the Spanish Agency for International Development, 1998.
 13. Study Attachment Programme to the Zimbabwe **Investment Promotion** Centre, October 1998.
 14. Certificate in **Investment Promotion**, Malaysian Industrial Development Authority, Kuala Lumpur, 1997
 15. Certificate in **Financing Closely Held Business**, USAID Kampala, 1993

Provides leadership, mentorship, counseling, capacity building program and training in the following areas:

1. **Export Marketing and Value Chain Development Analyst**
2. **Business Development and Growth Management**
3. **Communication and Presentations Skills,**
4. **Personal Branding and Leadership**
5. **Strategic Communications**

Employment Records

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| Oct 1989- July 1992 | Marketing officer with the New Vision Publishing in charge of circulation, advertising and marketing. We established the first marketing department in the New Vision. |
| Sept 1992 Sept – April 1994 | Banking officer with Bank of Baroda, worked in the credit department, the international banking section and was the manager for the in bank Forex Bureau for 8 months. |
| June 1994- May 2002 | Rose from an Investment Officer to Corporate Affair Manager in three years and later as the Assistant Director, Investment Promotion in charge of European UIA with responsibility for attracting foreign Direct Investment from the key target markets notably Sweden, Germany, Denmark and the United Kingdom |
| June 2002- Aug 2005 | A World Bank Communications Consultant on the management and advisory team with the Government of Uganda, Privatization Unitwith responsibility for advising on, developing and implementing the Government's privatization communication, awareness and stakeholders engagement activities that involved a lot of change management communications. Key achievements under this role included the development and implementation of pro-active stakeholders' engagement and communication focusing on pre- |

divestiture employees' engagement, marketing communication to change perception of the privatization program, investment promotion and mobilize national participation in the privatization process.

In addition, increased promotions and marketing of the opportunities for State Owned Enterprises (SOE) to markets in Europe (UK, Sweden, Netherlands, Germany and Iceland), South Africa and Malaysia. That led to increased interest in the opportunities in Uganda in those markets

Brief summary of Consultancies

| | |
|---|---|
| Nov – March 2016 | Marketing and branding consultant to develop the marketing strategy and rebranding for NUMA |
| Sept Date 2014 | to Team Leader. PR Coordinator For he Agency support to Merck Serono and Ministry of Health, Cancer and Diabetes community Sensitization in Luwero, Kampala, Miolyab.na. Tororo, Merck Capacity Advancement Programme |
| Oct -Dec 2015 | Lead consultant to conduct needs assessment and situational analysis for the development of the project design for The Supporting Women in Value Addition and Entrepreneurship Development (SWVAED) project for UWEAL supported by AdfB. |
| Feb -June 2015 | Leading a team as the leader communication expert and advisor to senior management to develop and implement the communication and marketing strategies for The National Capacity Building Secretariat (NCBS) was established by Government of Rwanda (GoR) in June 2013 to effectively and efficiently coordinate Capacity Building (CB) across the public sector, private sector and civil society in Rwanda |
| Dec 2014- May 2015 | Leading a team and developing media strategies to SPRING Accelerator a program being funded by USAID, DFID and Nike Foundation in Uganda and Rwanda. SPRING is an innovation in entrepreneurship targeting girls, being piloted in Uganda, Kenya and Rwanda. This involved development of social and media strategies, engaging online blogs and tweets to create awareness of SPRING among entrepreneurs and youth. |
| Oct –Dec 2014 Communications Consultant | Provided advisory and development of Marketing Communications strategy for Financial Sector Deepening Program in Uganda (FSDU) being implemented by KPMG. The program is expected to support financial sector deepening and we have developed a strategy for outreach to sectors players in the financial sector and beneficiaries |
| Oct –Dec 2014 Communications Consultant | Communications Consultant for the development of the communication strategy the Youth Entrepreneurship Facility for ILO/YEF Uganda, facilitated communications Skills Training for ILO and Partners. Activities include stakeholders engagement and consultations, development of the strategy, coaching, mentoring and capacity building for the ILO/YEF, Training of partners in how to communicate and promote the Youth Entrepreneurship programme effectively. |

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| June to Nov 2014 | Team Leader and Capacity Building for the development of the Uganda Road Fund Communication and PR strategy and Brand Internalization for management and staff. Conducted brand internalization strategy sessions with the staff and management of URF to identify the key components of URF's Brand |
| March 2013 - April 2014 | For over 2 years provided communication advisory support and capacity building for the ASARECA as the Communications Consultant facilitating the rebranding process for ASARECA a regional Agriculture Research Organization operating in 11 countries in East and Central Africa on extended contracts. Engagement including development of the visibility manual, stakeholders engagement, customer care and group sessions with staff and management to develop the brand foundation. East and Central Africa |
| March 2014-Jan 2015 | Team Leader and Communications Consultant for the development of the IEC policy and templates for JLOS in the Ministry of Justice and Constitutional Affairs (MoJCA). Key roles included capacity building for Publicity committee from the 11 JLOs institutions, development of comprehensive sector wide JIEC policy for JLOS, organizing study tour for technical committee, stakeholders' validation and development of tools and templates for all JLOs IEC materials. Location Uganda |
| Aug –Oct 2013 | Communications Consultant and Media Expert Strengthening Capacities for Disaster Risk Management for UNDP/PMO to develop a Communication plan and Media Engagement strategy for Disaster Risk Management (DRM) and Climate Change Adaptation (CAA) program being implemented under the Prime Minister's office. Roles include consultation with DRM/CAA partners in the UN and government, facilitating media capacity building on how to report on Disaster management and Climate change issues, Location Uganda |
| Feb –Nov 2013 | Marketing Communication Expert to develop the Communication strategy and Branding Strategy Bus Route Transport (BRT) project for Greater Kampala a World Bank Funded project for Rapid Bus route for Min of Transport and Work Uganda . Working with an international consortium to develop the brand for BRT and its communication plan. Presentation of the brand to stakeholders and involving stakeholders in the development process. |
| Feb 2012 to Feb 2014 | For 3 years I was the National Focal Point SIDA funded Private Sector Development program, The roles provided including technical support to participants coming from private and public sectors in Rwanda, Uganda Kenya, Tanzania and Ethiopia to develop National Action plan, and institutional strategies to initiate change in their organizations. In addition delivered Communication training component of the program on how to incorporate communication in the strategies |
| Feb - Dec 2013 | Team Leader and Communication Consultant for the Agency Support to Ministry in President Office in charge of East Africa Affairs Burundi funded by TradeMarkEA. Providing advisory support to the Minister of |

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| | | EAC in Burundi, working with the ComTeam to develop the communication strategy and marketing tools to promote the EAC integration in Burundi. Capacity development for focal points, and integration ambassadors in Burundi on their roles in promoting the benefits of regional integration in Burundi. Location Burundi |
| Jan 2013 to Jan 2015 | | National expert and consultant for Norwegian funded Women in business Development program covering Uganda, Kenya, Tanzania, and Ethiopia. The program was implemented over two phases 2010-11 and second phase 2013-2015 |
| 2011 April-Sept | | Team Leader and Marketing Communication specialist for the IPO of Bank of Kigali. Roles included development of robust marketing communication strategy to promote the IPO in Rwanda, Management of the communication team in charge of the IPO marketing, advisory to the IPO transaction Team on issue of communication and marketing Location Rwanda |
| Oct 2012-nFeb 2013 | | Communications Consultant to develop the communication for visibility manual for Agriculture Secretariat for Research for East and Central Africa based in 11 ECA countries. ASARECA |
| Nov 2012 Oct 2013 | | Business Consultant supporting the development the Marketing competence for rural women in business for UWAEL supported by AbiTrust |
| March 2011 to Nov 2012 | | PR and Media Consultant for Mt Meru and Mt Meru/Clinton Foundation in Uganda, Tanzania and Rwanda. Bill Clinton came to Rwanda to visit and launch the program of Mt Meru Soyco. Roles included media mobilization and engagement, coverage of the event Location Rwanda |
| Feb 2011-Dec 2013 | | Local Consultant for SIDA program being implemented by SIPU International AB to develop private and Public Sector in Uganda |
| 2011 Sep -Nov | | Team Leader; PR support to the launch of Qatar Airways in Uganda, organization media strategies and coverage of the launch of Qatar airways in Uganda, continued engagement of the Media and liaison with Qatar team. |
| March 2011- June 2012 | | Team Leader and PR expert for the development and implementation of the PR strategy for KCCA |
| Oct –Dec 2011 | | The Communication Expert for the development of the Communication strategy for the Kampala Development Plan for the Greater Metropolitan Kampala |
| 2011 Aug - Nov | | Communications Consultant to develop the end report for FINMAP1 Ministry of Finance Planning and Economic Development (MOFPED) and produce the end report documentary |
| 2011 Sept –Aug 2012 | | Team Leader and Communication Expert for development and implementation of a communications and visibility strategy for Crossroads a DFID project supporting the Construction Sector Development under Min of Transport and Works |
| 2011 Sept –Nov 2011 | | Team Leader and Communication Expert, development IEC materials for MoLG/UNDCF for the Districts Development Program III under the |

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| | | Local economic development (LED) Location Uganda |
| 2011 May March 2012 | - | Team Leader and Communication Expert to review and develop a Tax Payer Education and Public Awareness for the Rwanda Revenue Authority Location Rwanda |
| 2011 Feb to date | | Team Leader and PR Expert in the contract to design and implement the PR and Communication strategy for Uganda Road Fund Location Uganda |
| 2009- 2010 feb | | Communication and Marketing Expert Trainer; that was contracted to conduct 4 modules in Kampala and Nairobi on Women Entrepreneurs from Uganda, Tanzania, Kenya, Ethiopia and Rwanda and to help set up an Export House D'badii for specialized promoting export products to Norway and EU. Location East Africa |
| May 2011 | 2010-may | Team Leader and Communications Expert, for development and implementation of Voters Education campaign in Northern Uganda to support the Voters Register Update and the National Election in March 2011 Location Uganda |
| Oct-Nov 2010 | | Communication consultant to develop and produced the FINMAP Annual report 2009/2010 |
| Date: Oct 2010- March 2012 | | Position: Team Leader and the Communications Expert, for development of and implementation of Public Relations & Communication Strategy for the Kampala Institutional and Development Program (KIIDP), Kampala City Council |
| July 2011 | 2010- Aug | Position: Team Leader and the Communications Expert, for development of and implementation of Public Awareness & Communication Program for the Land Information System (LIS) being developed by MoLHUD piloted on six district of Uganda The Assignment is implemented under Ministry of Lands Housing and Urban Development; Land Information System (LIS) |
| May 2010 – Nov 2010 | | Team Leader and Communications Expert, for the event management to organize the ICAS the 2010 Annual World Summit for Information in Agriculture by FAO, international conference in Uganda the Client was Uganda Bureau of Statistics |
| Sept 2010 | | Team Leader and Communications Expert, for the design and development of the First Award for Innovation in Communication for UCC. The Client: Uganda Communications Commission |
| May – Aug 2010 | | Team Leader and Communications Expert, for development of the Public Relation Strategy and Communication Policy for PPDA Client: Public Procurement and Disposal Authority (PPDA) Kampala Uganda |
| May 2011 | 2010 Sept | Implementation of the Public Awareness Campaign to support the implementation of the Land Information System. Client: Land Information System Desilirous, Min of Lands Housing and Urban Development |
| April to 2010 Feb | | Team Leader and Communications Expert, for development of |

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|----------------------|---------------|---|
| 2011 | | Communication Tools for the promotion of the Financial Market in Tanzania Client: Bank of Tanzania |
| Aug 2009 to May 2010 | | Communication Expert on the Marketwox SA team charged with the development of the communication and dissemination strategy for Financial Sector Deepening Program (FSDP) |
| Aug -Dec 2009 | | Team Leader and the Communications Expert , for development of Information Education & Communication (IEC) Strategy for the Wetland Management Department Client: BTC/Wetlands Management Department. Location: Kampala Uganda, |
| Date: Sept –Nov 2009 | | Position: Team Leader and the Communications Expert , for development of Social Marketing & Communication (SM&C) Strategy for the promotion of Food Fortification Client: GIAN /Ministry of Health Food Fortification Program. Location: Kampala Uganda |
| Aug- Oct 09 | | Position: Resource Person , for development of program concept, identify Key Guest Speaker Prof Koehler from Oxford University and develop the program for the 4th NCF that took place on 6th October 2009. Client: Ministry of Finance Competitiveness and Investment Secretariat Location: Kampala Uganda |
| 2008 | | Certified Export consultant by CBI (Dutch Government) in collaboration with UEPB to help exporters access the EU market. |
| July Sept 2008 | | Position: Team Leader and the Communications Expert , for development of Public Education & Communication (PEC) Strategy for the Capital Market Authority of Uganda. Client: GTZ/Capital Market Authority Location: Kampala Uganda |
| May –Dec 2008 | | Position: Team Leader and the Communications Expert , for development and implementation of the corporate Communication Strategy for the ICGU. Client: GTZ/Institute of Corporate Governance of Uganda Location: Kampala Uganda |
| Sept 2006- Feb 2007 | | Position: Investment Specialist - to ECOTEC, to collect and profile investment opportunities for selected joint venture request for businesses from Europe under a UNDP funded program. Client: UNIDO. Location: Kampala Uganda |
| Jan – Feb 2006 | | Position: Investment Specialist - to ECON Norway to develop and produce an Investor guide for Rural Electrification Program in Uganda. Client: Rural Electrification Agency Location: Kampala Uganda, |
| August 2007 | –Nov | Position: Team Leader and the Communications Expert , for development of IEC Strategy for the Ministry. Client: Ministry of Higher Education Science and Technology (MHEST) Location: Dar es Salaam, Tanzania |
| Oct 2007 | 2007 Jan 2008 | Position: Team Leader and the Business Development Expert , for development of Business Guide for SME under Business Training of Enterprise for Ugandan businesses. Client: Uganda Investment Authority UIA Location: Kampala, Uganda |

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| Nov 2006 – June 2007 | Position: Team Leader- to Development and Implementation IEC Strategy for Lands Sector Reform under Ministry of Lands, Housing and Urban Development. Client: Land component, PSFU a World Bank funded program Location: Kampala, Uganda |
| April 2007 – May 2008 | Position: Team Leader- to Development and Implementation PR and Advertising Strategy for ESKOM Uganda for one year. Client: ESKOM Uganda Location: Kampala, Uganda |
| April 2007 – June | Position: Team Leader- to Development and Implementation Corporate Communications for the restructuring and re-branding of TTCL. Client: Tanzanian Telecommunications Communications Ltd (TTCL) Location: Dar es Salaam, Tanzania |
| June – October 2005 | Position: Team Leader and Communication Consultant – Develop the Communication strategy for BEST program. The program is funded by Various funds donor agencies supporting BEST. Client: BEST Program Location: Dar es Salaam, Tanzania |
| Nov 2005 to April 2006 | Position: Team Leader and Communication Consultant – Development of the communication strategy for UNFPA. A key aspect of the assignment was to create a communication programme that would increase the visibility of UNFPA among the stakeholders. It involved design and development of the UNFPA website and IEC materials and training personnel on how to use Digital media which such as; the UNFPA website, CD-ROMs etc. Client: UNFPA Location: Dar es Salaam, Tanzania |
| March 2006 –June | Communication Expert and Team Leader to implement a public awareness campaign against election violence to support the Uganda Police during the Election. Organized media campaign, organized stakeholders workshop in five regions. |
| Aug- Dec 2005 | Position: Project Director – Develop the communication strategy for NMCP. The program is funded by various funds agencies supporting NMCP. Client: National Malaria Control Program Tanzania, Location: Dar es Salaam, Tanzania |
| July – Sept 2005 | Position: Team Leader and Communication Consultant – Development of the communication strategy for EC, and coordination of national election mobilization campaign for the referendum in July and Voters registration update in September 2005. Client: Election Commission. Location: Kampala, Uganda |
| February – August 2004 | Position: <i>Communications Expert</i> – Developed a series of information materials for use by the Private Sector Foundation as part of a nationwide communication strategy aimed at creating awareness for the Energy for Rural Transformation Program (ERT). ERT is a national multi-sectoral program aimed at increasing access to energy among the rural communities in Uganda, a World Bank funded the program. Client: Private Sector Foundation Uganda (PSFU) Location: Kampala, Uganda |
| January – June 2004 | Position: <i>Marketing Advisor</i> - Developed a strategic plan for the company addressing marketing and general management issues, |

relating to the firm

Client: Vantage Communications Uganda Limited

Location: Kampala, Uganda

November 2005 to **Position:** Team Leader and Communication Consultant –

date

Vantage developed a unique interactive CD-ROM based career guidance tool for the Ministry of Education and GTZ. The CD-ROM provides information about careers, education and business opportunities and targets young people between primary and university-level. **Client:** GTZ-PEVOT/Ministry of Education and Sports

Location: Kampala, Uganda

Languages

| Language | Speaking | Reading | Writing |
|-----------------|-----------------|----------------|----------------|
| English - | Excellent | Excellent | Excellent |
| French | Fair | GOOD | fair |
| Kiswahili | Good | Good | Fair |

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.



Date April 3, 2019

[Signature of staff member and authorized representative of the firm]

Day/Month/Year

Full name of staff member: LABONG GRACE ACHIRE Full

name of authorized representative: 

CV FOR MR. WERE ANDREW

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| Proposed position for this project | Production/Graphic & Multi-Media Specialist |
| Name of person | Mr. Were Andrew |
| Nationality | Uganda |
| Membership in profession societies | |
| Education | <p>University: Margaret Trowel School of Fine and Industrial Art, Makerere University, Kampala Uganda. (Bachelor of Arts in fine & Industrial Art FIRST CLASS Degree of Makerere University, June, 1993).</p> <ul style="list-style-type: none"> • Advanced Level Education: St. Peter College Tororo, (Advanced Certificate of Education with a B in Fine Art) • Ordinary Level Education: Jinja College, (Uganda Certificate of Education Division 1, with a distinction 1 in Fine Art) |
| Languages and degree of proficiency | <p>ENGLISH – SPEAKING (FLUENT) WRITING (EXCELLENT)</p> <p>SWAHILI – SPEAKING (FLUENT) WRITING (EXCELLENT)</p> <p>RWANDEES – SPEAKING (FAIR) WRITING (FAIR)</p> <p>LUGANDA – SPEAKING (FLUENT) WRITING (EXCELLENT)</p> <p>LUSOGA – SPEAKING (FLUENT) WRITING (EXCELLENT)</p> |
| Specialty | Digital Design, Multi Media, desk top publishing and Publishing, as well as Web design and management |
| Consultancies | <ol style="list-style-type: none"> 1. I was contracted to participate in the production of Farmers manual by the Uganda National farmers association (UNFA).) 2. I was contracted to participate in the production of information, Education & Communication (IEC) materials included posters. |

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| | | <p>Booklets, fliers, nutrition manuals etc by the Health Education Department, Under the ministry of health, funded by World Vision International.</p> <p>3. I was contracted to develop brand proposals for a cosmetics manufacturing company LOVEARA Cosmetics. I have delivered on their labelling and a wide range of advertising engagements.</p> <p>4. I am contracted to develop brand proposals for Ecobank Rwanda. I have satisfactorily delivered the initial proposals, which have received positive comments. (Kigali, Rwanda).</p> <p>5. I was contracted to develop promotional concepts of exhibition tents, branded corporate notepads, branded info packs, branded executive and ordinary pens and branded Key rings for the National Social Security Fund of Rwanda (CSR), (Kigali, Rwanda).</p> |
| Countries of work experience | | Uganda, Kenya & Rwanda |
| Employment record | | |
| Employer 1 | | Associate Consultant The Development Analyst –international (2010-Todate |
| Employer 2 | | 20112- 2011: Asst. Production Manager, Fathil International Projects Limited (FIPRO) |
| Employer 3 | | 2009 – 2012, CREATIVE DIRECTOR, Sketch Designs Limited (Kigali Rwanda) |
| Employer 4 | | 2006 – 2009, CREATIVE DIRECTOR, Superior Promotions (Kampala Uganda) |
| Employer 5 | | 2004 – 2006, Graphic Designer, DW & DW (Kampala Uganda) |
| Employer 6 | | 2002 – 2004, Senior Print media Designer: Makerere University Printery (Kampala Uganda) |
| Employer 7 | | 1998 – 2002, Graphic Designer, Agricultural Information Centre, Ministry of Agriculture (Entebbe, |

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| | | Uganda). |
| | Signature by Agency |  |
| | Signature by Consultant | |

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CV FOR MUHEREZA KYAMUTETERA

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| Position Title and No. in the project | Public Relations and Media Relations Expert |
| Name of Expert: | Muhereza Kyamutetera |
| Date of Birth: | May 02nd 1980 |
| Country of Citizenship/Residence | Uganda |
| Civic Status | Married |



Education:

| | |
|-----------------|--|
| Institution | Makerere University, Kampala |
| Dates attended | August 1999- May 2002 |
| Degree obtained | Bachelors of Arts (Social Sciences) |
| Awards | Hons |

Language skills, Mark 1(worst) to 5(Best) for competence

| Languange | Reading | Speaking | Wrting |
|-------------|---------|----------|--------|
| English | 5 | 5 | 5 |
| Luganda | 4 | 4 | 3 |
| Runyakitara | 5 | 5 | 5 |

Membership of Professional bodies:

- Public Relations Association of Uganda (PRAU)
- Uganda Advertisers Associations (UAA)

Other skills:

Publications: None

Present Position: General Manager

Years within the firm: 1

Key qualifications: Bachelors of Arts (Social Sciences)

Regional experience: None

Leadership experience: 8 Years

- **Executive Editor-** The CEO Magazine (2008- to date)
- **Vice President-** Public Relations Association of Uganda (August 2013, to date)
- **Director Public Relations & Communications-** The Development Analyst Ltd (July 2014- to date)
- **General Manager-** Brainchild Burson-Marsteller PR
- **General Manager-** Fireworks Advertising Ltd

Specific Country Experience

| Country | Date: from(month/year) to month/year) |
|---------|---------------------------------------|
| Uganda | May 2003- to-date |
| Rwanda | June 2002-2003 |

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

| | Employing organization and your title/position. Contact information for references | Country | Summary of activities performed relevant to the Assignment |
|---------------|---|---------|---|
| 5- to date | <p>The Development Analyst Limited- International-Director</p> <p>Referee: Ocilaje Michael Global Director, Dewinton Street, Uganda P.O. Box 26162 Kampala Tel: +25678 5369829/0700369829 Email: director@devanalyst.com</p> | Uganda | <p>As General Manager, I am the overall team leader, head of strategy for all client projects. I lead all teams in developing and the implementation of brand strategy across the various agency disciplines, namely: Brand Strategy, Creative Development, Public Relations & Reputation Management, Advertising, Digital and Experiential Marketing.</p> <p>I am also in charge of quality control- to ensure that all works executed by the agency, meet the objectives of the client and also conform to internal standards, as well as regulatory requirements.</p> <p>I am also in charge of all budgeting processes as well as monitoring & evaluation.</p> |
| 2013, to date | <p>PR Association of Uganda- Vice President</p> <p>Referee: Henry Rugamba President, PR Association of Uganda</p> | Uganda | <ul style="list-style-type: none"> The Public Relations Association of Uganda (PRAU) started in 1976 and is the umbrella body of all Public Relations (PR) practitioners in Uganda. As Asa Vice President, I am responsible for the marketing & promotion of PRAU amongst |

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| | <p>Plot 28/34A UMA Show Grounds Coronation Avenue,Lugogo P.O Box 3206,Kampala Uganda</p> <p>Tel:+256 414 343 171 Cell: +256 781-236099 Email: henry.rugamba@gmail.com henry.rugamba@umeme.co.ug</p> | | <p>stakeholders, overseeing the designing and formulating annual financial institutional budgets for approval by the Governing Council, membership recruitment, building and strengthening working relationships with relevant internal and external stakeholders.</p> |
| 3- May 2015 | <p>Fireworks Advertising- General Manager</p> <p>Allen A. Ayebare Chief Manager, Corporate Affairs Centenary Bank Mobile: +256 (0) 752 43 45 46 Office:+256 (0) 417/ 317 20 21 14/ (0) 414 25 12 76 Allen.Ayebare@centenarybank.co.ug</p> | Uganda | <p>Reporting to the Group Managing Director, my responsibility as GM was to oversee the day to day running of the agency so as to maximize productivity and growth from existing client relations and as well as new client acquisitions.</p> <p>In this role, I led a team of 22 consultants catering to a selection of 12 clients across various disciplines such as: Brand Strategy Development, Creative Development and Advertising (Media Planning & Buying) advisory services.</p> <p>Some of the clients served include: National Social Security Fund (NSSF), Centenary Bank, Uganda Insurers Association, Tullow Oil, National Insurance Corporation, Lion Assurance, Crown Beverages Ltd (franchisee bottler for Pepsi), East African Breweries Ltd and many others.</p> |
| 8 – Present | <p>Executive Editor at The CEO Magazine Kenneth Kitariko Chief Executive Officer African Alliance Uganda 1st Floor Workers House Pilkington Road,Kampala P.O Box 70828 Kampala Uganda Tel: +256 417777717 / +256 772 500043</p> | | <ul style="list-style-type: none"> The CEO Magazine, is Uganda's largest business Magazine. The Executive Editor role involves managing a talent pool of over 15 reporters, editors and correspondents as setting and overseeing the implementation of the editorial strategy. In this capacity, I have extensively authored stories about Uganda's financial services industry as well as the Central Bank in particular. This has given me extensive knowledge on the financial services sector- both banking and non-banking as well as sector regulation. I |

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| | kitarikok@africanalliance.co.ug | | also worked very closely with the Uganda Bankers Association on various industry issues. |
| 4- May 2015 | Brainchild-BursonMarsteller-General Manager Caleb Owino Managing Director fireworks Advertising Ltd Tel: +256-759800550 Cell: +256-752315327 www.fireworks-advertising.com | Uganda | <ul style="list-style-type: none"> As GM for Brainchild Burson-Marsteller-fireworks Advertising's sister agency, I led a team of 8 consultants, providing: Corporate, Brand & Marketing Communications PR , Public Affairs & Government Relations, Internal Stakeholder Communications, Image & Reputation Management (Crisis Comms), Corporate Social Responsibility Management, Event Development , Production & Design, Media Relations & Management and Social/Digital PR counsel to clients that among others included: Etihad Airways, Centenary Bank, China National Offshore Oil Corporation (CNOOC), Vodafone Uganda, Tullow Oil, British American Tobacco,among others. |
| 08 - February 2013 | Fireworks Advertising/PR Director Agnes AsiimweKonde Managing Director NTV Uganda -Africa Broadcasting (U) Ltd., Serena Conference Centre, Kintu Road P.O. Box 35933, Kampala, Uganda. Tel: +256 414 563 415 / Mob: +256 757 233 000/ +256 772 233 000 Email: akasiimwe@ntv.co.ug | Uganda | <ul style="list-style-type: none"> As the PR Director, I was responsible for managing the Public Relations practice within the agency and for agency clients. Activities executed include: Corporate, Brand & Marketing Communications PR , Public Affairs & Government Relations , Internal Stakeholder Communications, Image & Reputation Management (Crisis Comms), Corporate Social Responsibility Management and Media Relations & Management for agency clients that included:PepsiCo, East African Breweries, National Social Security Fund (NSSF), CNOOC, Tullow Oil, British American Tobacco (U) Ltd, Centenary Bank, DFCU Bank, Ruparelia Group, National Insurance Corporation & Uganda Insurers . |
| | ZK Advertising Ltd/PR Director JustinaNtabgoba Corporate Affairs Manager, Corporate Services Department, MTN | Uganda | The PR Director role involved acting as PR Counsel to agency clients as well as developing & implementing relevant PR strategy for clients that covers: Corporate, Brand & Marketing Communications PR , |

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| | <p>Uganda Nyonyi Gardens, Plot 16/17 – Wampewo Avenue Tel: +256 31 2120008 Mob: +256 772 121064 Email: ntabgoj@mtn.co.ug</p> | | <p>Public Affairs & Government Relations , Internal Stakeholder Communications, Image & Reputation Management (Crisis Comms), Corporate Social Responsibility Management and Media Relations & Management.</p> <p>Some of the served clients included: Standard Chartered Bank, Post Bank Uganda, Barclays Bank, Western Union, Celtel (Now Airtel Uganda), Pepsi and East African Breweries Limited.</p> |
| 2003 - April 2007 | <p>Senior Business Reporter at Monitor Publications Limited (Daily Monitor)</p> | | <ul style="list-style-type: none"> As a senior business reporter, i was assigned to cover banking, insurance, pensions & social security, ICT, taxation and capital markets. My daily responsibilities, among others included: interviewing sources on a range of different issues, building contacts to maintain a flow of news, seeking out and investigating stories, press conference coverage, producing concise and accurate copy according to the newspaper's house style and to deadlines as well as 'live' online reporting or real-time blogging when covering important events. In 2005, I won the Golden Pen Awards- Best Financial Reporter Category. |
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Adequacy for the Assignment:

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| Detailed Tasks Assigned on Consultant's Team of Experts: | Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks |
| Media Relation and Editorial Expert • Conceptual Strategy | Muhereza Kyamutetera, wields 13 years' experience (5 of them at the C- suite level) in the communications industry cutting across Journalism, Brand Strategy Development, Reputation Management, Public Relations Advertising, Events |

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| • Stakeholder Mapping & | Planning & Management as well as Digital/Online Communications. During these 13 years, he has consulted for over 75 local & international |
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| <p>Issues Analysis</p> <ul style="list-style-type: none"> • Research & Field pre-testing of Messages • Public Relations • Advertising Management • Monitoring & Evaluation | <p>brands in sectors such as: government, financial services, FMCGs, oil & gas, education, leisure & hospitality, ICT, manufacturing, beverages and fashion etc.</p> <p>He is an award-winning business reporter, having won the best Business & Financial Journalism in 2005, while he worked at Daily Monitor. While at fireworks Advertising, executed award winning campaigns, scooping the various local accolades at the Public Relations Association of Uganda (PRAU) Excellence Awards such as the Best PR Campaign Of The Year (2009), Best Crisis Communications (2011), Overall Excellence Award (2011) and Best Crisis Communications (2012) among others.</p> <p>He has also led the Fireworks PR team, to win the Outstanding PR Practice Award (2011) from the BursonMarsteller Africa Network- a network of over 40 PR Agencies in Africa, affiliated to BursonMarsteller- the world's 4th largest PR agency.</p> <p>MuherezaKyamutetra is the sitting Vice President of The PR Association of Uganda (PRAU). He is a highly regarded opinion leader and social media influencer.</p> |
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Expert's contact information: 0759800326

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

{day/month/year}

Name of Expert

Signature

Date

{day/month/year}

Name of authorized

Signature

Date

Representative of the Consultant (the same who signs the Proposal)

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| Proposed position for this project | Media Expert-Electronic-Video & Radio Producer |
| Name of person | Bart Kakooza |
| Date of Birth | 7th January 1964 |
| Nationality | Ugandan |
| Membership in profession societies | Uganda Journalists Association (UJA), Eastern African Media Institute (EAMI), Uganda Broadcasters Association, Member of CNN World Report Contributors |
| Education | <ul style="list-style-type: none"> • B.A. (Hons.) MUK • Diploma in Journalism-Institute of Public Administration • Certificate in Video Production Techniques – Leeds Polytechnic • Certificate in Television Production – UNESCO • Certificate in Television News Production – Georgia State University/CNN Center, Atlanta. |
| Languages degree proficiency | Fluent in English, Luganda, Runyankore/Rukiga, Runyoro/Rotooro; Proficient in Swahili. |
| Countries of work experience | Uganda and Rwanda |
| Employment record | <p>2003 – Present</p> <p>CNN Inside Africa for Great Lakes Region</p> <p>EMPLOYMENT</p> <p>2003 – Present</p> <hr/> <p>CNN Inside Africa for Great Lakes Region</p> <p>1996 - Present</p> <hr/> |

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|-------------------------|--|
| | CNN World Report Contributor for Uganda. 1986-1995 Producer, Uganda Television at Nakasero Kampala. Assignments: Producer of various community and/or political programs 1 <i>Our Community</i> (1986-1990) 2 <i>NRM Special</i> (1990-1993), 3 <i>The Making of the New Constitution</i> (1994 - 1995) 1991- Present – Chief Executive Officer, Media Plus |
| Employer 1 | 1997- Present The Development Analyst |
| Employer 2 | 1996 – Present CNN World Report Contributor for Uganda |
| Employer 3 | 1996 – Present CNN Inside Africa for Great Lakes Region |
| Signature by Agency |  |
| Signature by Consultant | |

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| | Proposed position for this project | Editor & Bi-lingual Specialist/Interpreter |
| | Name of person | Joachim Arrey |

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|--|-------------------------------------|--|
| | Date of Birth | April 1, 1965 |
| | Nationality | Canadian |
| | Membership in profession societies | <p>Member: Search Engine Marketing New England (SEMNE)</p> <ul style="list-style-type: none"> • Member: HTML Writers Guild/International Webmaster's Association <p>Member: Software Association of New Hampshire (SwANH).</p> |
| | Education | <ul style="list-style-type: none"> ○ 2000-2000: George Brown College, Toronto, Ontario, Canada ○ Postgraduate certificate (Grade Report) in Technical Communications ○ 1993-1995: Advanced School of Translators and Interpreters, University of Buena, Buena, Cameroon Diplôme de Traducteur (M.A. in Translation) ○ 1988-1992: University of Calabar, Calabar, Nigeria B.A. in Languages and Linguistics |
| | Other trainings | |
| | Languages and degree of proficiency | <ul style="list-style-type: none"> • English (Excellent) Speaking, Writing, Reading. • French (Excellent) Speaking, Writing, Reading • Spanish (Good) Speaking, Writing, Reading. |
| | Countries of work experience | Cameroon, Canada, Tunisia |
| | Employment record | Mr. Joachim Arrey is Consultant Editor for The Development Analyst Magazine. |

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| | | <p>Bi-lingual Internet Communication Specialist for Royal Bank of Canada, Mississauga, Ontario, Canada and the Hudson's Bay Company, Scarborough, Ontario, Canada</p> <p>From January 2000- Present, he works as editor for The Weekly Post, Yaoundé, Cameroon.</p> <p>Also from April 1996 – October 2002, he worked as Translator, Technical Writer and proof-reader for Geac Computer Corporation Limited, Ministry of National Education, Yaoundé, Cameroon and The Herald Newspaper, Yaoundé, Cameroon</p> |
| | Employer 1 | 2008 – to date : The Development Analyst International |
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| | Employer 3 | 2004-2008: Consultant Editor and Bi-lingual Specialist-African Development Bank Group |
| | Employer 3 | 1992-2005: Bi-lingual Internet Communication Specialist for Royal Bank of Canada, Mississauga, Ontario, Canada and the Hudson's Bay Company, Scarborough, Ontario, Canada |
| Signature by of the Expert | | Joachim Arrey |
| Signature by the Authorized Signature | |  |
| Contact | | +256 785369829/774922180 / +256 793231522 editor@devanalyst.com |

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|-------------|--|---|
| NON- | CORE TEAM CV FOR MATHIAS OFUMBI | |
| | Proposed position for this project | Monitoring and Evaluation Expert |
| | Name of person | MATHIAS OFUMBI |
| | Date of Birth | 23rd March 1969 |
| | Nationality | Ugandan |
| | Membership in profession societies | International Development Evaluators Association |
| | Education | <p>Masters Degree with Great Distinction (Magna cum laude) in Development Evaluation and Management, University of Antwerpen, Belgium (2003). Among the core courses were Data collection and Analysis (statistics), Management (monitoring), Quantitative Impact Evaluation Techniques, Qualitative Evaluation Techniques and Cost Benefit Analysis. My graduate research was Monitoring and Evaluation of Poverty Reduction Strategy in Uganda: Assessment of the Institutional Framework. The research offered me the opportunity to gain insight in the world wide monitoring and evaluation systems and challenges therein.</p> <p>Student (MSc Information Systems, Makerere University)</p> <p>Finished coursework and now doing research project. The research attempts to explain why Lake Victoria water levels are falling using Decision Support Tools.</p> |

Honors Degree Bachelor of Arts in social sciences
(Sociology and Economics), Makerere University, Kampala
Uganda (1993).

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| | <p>Other trainings</p> <ul style="list-style-type: none"> <input type="checkbox"/> Certificate in Impact Evaluation, The Evaluato Institute, George Washington University, April 2012. <input type="checkbox"/> Certificate in Performance Assessment for Not Profit and Government Agencies. The Evaluato Institute, George Washington University, April 2012 <input type="checkbox"/> Certificate in Intermediate Qualitative Evaluati The Evaluators' Institute, George Washingt University, o April 2012. <input type="checkbox"/> Certificate in ArcGIS Desktop II and III; Environment Systems Research Institute (E.A), Nairobi Ken (October 2008) <input type="checkbox"/> Certificate in International Program Development Evaluation Training; Carlet University in Canada (2007). <input type="checkbox"/> Certificate in Monitoring for Effectiveness (199 Jointly awarded by NETWAS, Nairobi, Kenya a International Water and Sanitation Centre (IRC) Netherlands. <input type="checkbox"/> Certificate in Project Planning and Managem (1993), Makerere Institute of Adult and Continu Studies Makerere University, Kampala Uganda. <input checked="" type="checkbox"/> Certificate in Navision Physical and Financ Monitoring (1998), Carl Bro (Uganda). <input type="checkbox"/> Certificate in Training of Trainers (1998), Ugan Management Institute, Kampala Uganda. <input type="checkbox"/> Certificate in International Training Methodolo (1999), INTAN, Malaysia. <input type="checkbox"/> Certificate in Contracting and Contract Management (2001), Uganda Management Institute, Kampala <input type="checkbox"/> Certificate in Medical Anthropology (1995), Jointly awarded by Makerere University and University of Copenhagen, Denmark. <input type="checkbox"/> Certificate in Research Methodology, Uganda Management Institute, 1995 |
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| | <p>Studies</p> <ul style="list-style-type: none"> □ A study on Operation and Maintenance of Rural Water Facilities in Uganda (2001): I developed in Terms of Reference, tendered and supervised the Consultant. □ Impact of Training and Mobilisation Activities: A study of seven RUWASA Phase II District (1999). I developed TOR, Tendered, and supervised the study. □ Operation and Maintenance of Water and Sanitation Facilities: A study of three RUWASA Phase I Districts (1999). I designed the study, developed the instruments, coordinated, supervised and reviewed the study report. □ A study of Sanitation and Hygiene in primary School: A study of Seven RUWASA Phase II District (1998). I supervised and coordinated the study. □ Socio-Economic Baseline Studies for Iganga, Pallisa, Tororo, Mbale and Kapchorwa (1997). Participated in developing terms of reference, supervision and reviewing the reports by Consultants. □ Impact of Institutional Rules on Rural Water Supply: A global study conducted by the World Bank (1997). Participated as a country counterpart. □ Informal health markets and formal health financing policy in Uganda: A study conducted by Makerere Institute of Social Research (1995). I was the field researcher based in Iganga District for two years. □ Environment crisis in peri-urban settlements: A study of Kampala, Jinja and Mbale (1994). The study was conducted by Makerere Institute of Social Research and National Council of Science and Technology. I was a research assistant. □ Civic Education Evaluation Research Project (1994): A study conducted by Makerere Institute of Social Research. □ I was the field research for Iganga District. |
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| | | <p><input type="checkbox"/> Behaviour Change for HIV/AIDS among Adolescents Research Project:</p> <p><input type="checkbox"/> A study conducted by the Department of SWSA, Makerere University (1994). I was a research Assistant in Bushenyi District. The major finding was that peer influence was the major factor constraining behaviour change among adolescents.</p> <p>Sanitation and Morbidity: A study conducted</p> <p><input type="checkbox"/> by the Department of SWSA, Makerere University in Bwaise Slum, Kampala District (1993). I was the field supervisor.</p> <p>Urban Rural fertility Differentials in Uganda: The</p> <p><input type="checkbox"/> role of proximate determinants of fertility (1993) . A study conducted by the Nuwagaba Augustus and funded by OSSERIA. participated in qualitative data analysis and report writing.</p> <p>Pre-implementation monitoring Survey:</p> <p>A survey conducted by the monitoring unit of RUWASA.</p> <p><input type="checkbox"/> It was conducted in 8 sub-counties in the District of Mukono, Jinja, Kamuli and Iganga (1993). I was field supervisor.</p> <p><input type="checkbox"/> Utilization of Sanitary Facilities: A study conducted by the monitoring unit of RUWASA in Bukoma sub-county, Iganga District (1993). I was Field Supervisor.</p> <p>Baseline Survey: A survey conducted by the monitoring unit of RUWASA. It was intended to</p> <p><input type="checkbox"/> establish the water use and sanitation status before the implementation of the project activities in the sub -counties of Ikumba , Innula and Nawampiti (1992). I was an enumerator.</p> |
| | Languages and degree of proficiency | <i>English, French and Kiswahili</i> |
| | Countries of work Experience | Uganda |

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| | Employment record | |
| | October 2007 to Todate | Associate Consultant, The Development Analyst- International |
| | July 2005 to June 2010: | Monitoring and Evaluation Specialist: Road Agency Formation Unit, Ministry of Works and Transport |
| | August 2004 – June 2006 | Monitoring and Evaluation Specialist: Northern Uganda Social Action Fund (NUSAf); Office of Prime Minister |
| | October 2003 August July 2004, | Monitoring & Evaluation Officer, Directorate of Water Development, Ministry of Water, Lands and Environment |
| | 1998 (April) to 2002 | Monitoring and Evaluation Specialist/Head of Training and Capacity Building, |
| | (September) | Rural Water and Sanitation east Uganda Project, Ministry of Water, Lands and Environment |
| | 1996 (July) to 1998 (March) , | Monitoring and evaluation Officer; Ministry of Water and Natural Resources. |
| | 1994 (January) to 1996 | Research Assistant,Makerere University Institute of Social Research; Makerere University |
| | (June) | |
| Adequate For The Assignment | | |
| Detailed Tasks Assignment on Consultant's Team of Expert | | Reference to Prior Work/Assignment that Best Illustrate Capability to handle the Assignment |
| Preparation of assessment | March | 2012 to date - Baseline Data Collection |
| <input type="checkbox"/> inception report and study plan developing the data capturing tools, supervision of fieldwork, data analysis and writing the survey reports. | <input type="checkbox"/> | on Community Water, Sanitation And Hygiene (WASH) in the 6 Districts of Arua, Lira, Kasese, Soroti, Bundibugyo and Kyenjojo. January 2012 to date: Improving Governance in Water Service Delivery through Capacity |

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| <ul style="list-style-type: none"> <input type="checkbox"/> Participate in planning and development of Communication and knowledge Management Strategy with clear objectives and sub-objectives, implementation plan and activities <input type="checkbox"/> Develop monitoring and evaluation framework with set Of indicators-(Output, Outcome, Impact level) <input type="checkbox"/> Participate in analysis of results, reporting and presentation findings | <p>Building and Application of Social Accountability Tools in Bombo. This project is funded by DANIDA and conducted by NETWAS-U.</p> <ul style="list-style-type: none"> <input type="checkbox"/> October 2011 to date : Lake Kyoga Basin Multi-Purpose Development Project. This Project is funded by the World Bank under the Ministry of Water and Environment. <input type="checkbox"/> August 2011: Baseline Study for Plan International on Water, Sanitation and Hygiene in the districts of Luwero, Kamuli, Tororo and Lira. Lead Consultant. <input type="checkbox"/> July 2011- Sept. 2011: Baseline Survey for WaterAid Uganda New Country Strategy 2011 – 2016. Lead Consultant. <input type="checkbox"/> June, 2011: Evaluation of Orphan Support project in Katakwi/ Amuria districts in Eastern Uganda-M&E specialist. <input type="checkbox"/> May 2011: Assessment of the Effectiveness of the Community-Based Maintenance System and Update of the National Framework for O&M for Rural Water Supply Facilities – M&E Specialist. <input type="checkbox"/> March 2011: Electricity for Rural Transformation (ERT) Project Ministry of Water and Environment – M&E Specialist under JW Consult. <input type="checkbox"/> March 2011: Kalongo Area Development Programme Baseline Survey. I was the M&E Specialist on the assignment. <input type="checkbox"/> March 2011: Stakeholders' Analysis for Community Lead Total Sanitation and Sanitation Marketing Advocacy Strategy. The study is funded by the World Bank/WSP. <input type="checkbox"/> February 2011: Baseline Survey on Gender Based Violence, Peace Building and Human Rights in Northern and North Eastern Uganda. I was the M&E Specialist on the Assignment.. <input type="checkbox"/> December 2010: Evaluation of the Impact of Ground Water Resources Maps in 13 districts in Eastern and Central Uganda. The study was funded by MWE/DWRM. <input type="checkbox"/> November 2010: Team Leader Baseline survey for clients' outreach in Water, Sanitation and Hygiene Sector for SNV. |
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| | <ul style="list-style-type: none"> <input type="checkbox"/> September 2010: Resource Person Preparation of Water Sector Performance Report (Rural Water Supply Component) – Ministry of Water and Environment . <input type="checkbox"/> January 2010 –May 2010: Team Leader Baseline Survey for MSH/USAID Strengthening TB and HIV/AIDS Response in Eastern Uganda (STAR-E). <input type="checkbox"/> February 2010 June 2010: Lead Consultant: Conducting Country Wide Baseline Survey for ecological Sanitation in Uganda. The study is funded by NETWAS Uganda <input type="checkbox"/> March 2010 June 2010: Evaluation of Water and Sanitation Project in Katakwi and Amuria districts in eastern Uganda. The study is funded by Water Aid Uganda. <input type="checkbox"/> September – December 2009: Lead Consultant Baseline study for Palliative Care Training by Hospice Africa Uganda. <input type="checkbox"/> February – March 2009: Lead Consultant midterm evaluation of the Rainwater harvesting project implemented by NETWAS – Uganda and funded by AfDB. <input type="checkbox"/> March 2008 to date – Team Member Governance and Social Accountability ProjectFebruary – March 2009: Lead Consultant midterm evaluation of the Rainwater harvesting project implemented by NETWAS – Uganda and funded by AfDB <input type="checkbox"/> July – September 2008: Lead Consultant; Preparation of the NGOs/CBOs Sector Performance Report for 2007 commissioned by UWASNET.. |
| | Signature by Consultant Mr. Mathias Ofumbi |
| | Signature of Authorised Signature  |

| | |
|---------|---|
| Contact | Tel+256-772438723; E-mail; maofumbi@yahoo.co.uk |
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CV FOR GODWIN BONGE MUHWEZI

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|-----------------------|---|
| Name | Godwin Bonge |
| Corresponding Address | Muhwezi P. O. Box 34805, Kampala, Uganda |
| Tel (Mobile): | +256706800611 gmuhwezi@gmail.com |
| E-mail: | |
| Sex: | Male |
| Nationality: | Ugandan |
| Date of birth: | 10/05/1981 |

EDUCATION

**June 2014 to-
date**

Chartered Post Graduate Diploma in Marketing, Chartered Institute of Marketing, United Kingdom

**July 2010 to October
2012**

Master of Arts in Mass Communications; University of Leicester, United Kingdom

**August 2006 to
July 2007**

Post Graduate Diploma in Environmental Journalism and Communication; Makerere University, Kampala, Uganda

**September 2001 to July
2005**

Bachelor of Science in Forestry; Makerere University, Kampala, Uganda

PROFESSIONAL SKILLS/EXPERTISE

- Strategic communications
- Reputation management
- Speech Writing and Commentary
- Marketing Strategy
- Knowledge Management
- Project Planning
- Stakeholder Management
- Corporate messaging
- Press releases
- Market Research
- Website content management
- Resource Mobilisation
- Digital marketing
- Internal communications
- Event Management
- Corporate Branding
- Desktop publishing
- Monitoring & Evaluation

WORK EXPERIENCE

March 2015 to-date

Head of Public Relations and Digital Practice; Brainchild Burson-Marsteller / Fireworks Advertising

I am responsible for managing the Public Relations and Digital Practice including supervising development and execution of high impact communications campaigns for agency's clients. I also responsible for allocating agency resources in line with client needs and approved budgets.

Client Portfolio: Vodafone Uganda, National Social Security Fund (NSSF), Centenary Bank, Total Uganda, Tullow Oil, CNOOC, Etihad Airways, TradeMark East Africa, British American Tobacco, African Trade Insurance Agency (ATI), Crown Beverages Ltd (CBL) - Pepsi

Specific duties include:

- Managing the Public Relations and Digital Practice including supervising strategy development and execution to deliver high quality and impact for the agency's clients.
- Clarifying clients' strategic and tactical goals, supervising the development of programs and recommending relevant activities;
- Coaching and mentoring account teams to deliver high impact communication campaigns.
- Interpreting internal and external briefs to guide the different account teams in developing high impact PR & Digital Media Strategies in line with the agency's policy on new business development.

- b) Directing and growing the PR & Digital Practice, developing and training staff to achieve budget projections and ensure production of high quality work by the account teams that is of value to clients;
- c) Allocating agency resources in line with client needs and approved budgets
- d) Advising clients on their communication needs and develop strategies that solve their business challenges.
- e) Developing and assisting team to prepare strategic presentations and develop resource utilization strategies for prospective clients;
- f) Establishing and maintaining working relationships with media networks and any relevant third party influencers.
- g) Establishing and maintaining great working relationships with international and external counter stakeholders.
- h) Driving the PR and Digital Communications Strategy for Fireworks Advertising in line with global best practices.
- i) Managing the training and development budgets for the PR & Digital Practice to ensure effective return on investment.
- j) Identifying and driving new business opportunities from both existing and new clients
- k) Identifying projects that will generate additional revenue for the agency and add value to the clients' core business

**October 2014 to February,
2015**

Head of Knowledge Management and Outreach; Observatory of Conflict and Violence Prevention (OCVP), Hargeisa, Somaliland

OCVP is a UNDP-funded NGO supporting initiatives that promote peace building, security, safety and sustainable development across all regions of Somalia. I was responsible for the overall design and implementation of OCVP's communication and fundraising strategies.

Specific duties include:

Fundraising:

- Leading OCVP's fundraising efforts including identifying, applying and following-up on project proposals;
- Assisting the Director General with project ideas, developing concept notes and project proposals and ensuring their timely submission;
- Regularly monitoring donor websites, and other websites and identify and inform fundraising opportunities matching with the OCVP vision and mission and to overall OCVP strategic planning and financial sustainability plan;
- Leading the implementation of OCVP's 5-year strategic plan and financial sustainability plan;
- Developing and implementing a resources mobilisation strategy for OCVP; Managing drafting and design project proposals and concepts, supporting review of program design ensuring quality results frameworks and log-frames.
- Designing and implementing the OCVP communication strategy;
- Leading the development of knowledge management strategies and coordinating knowledge building and sharing;

- Identifying and formulating outreach and community engagement findings, lessons- learned and recommendations to be integrated into the OCVP data dissemination strategy;
- Coordinating with other local NGOs, UN agencies, government agencies, and other organizations in outreach and community engagement;
- Editing, formatting and reviewing OCVP information products for further dissemination;
- Ensuring publication of OCVP Annual Report, Quarterly News Letter, Policy Briefs and other documents of high value;

**May 2012 to May
2014**

Senior Marketing and Communications Officer: African Virtual University, Nairobi, Kenya

The African Virtual University (AVU) is a Pan-African Intergovernmental Organization established by charter with the mandate of increasing access to quality higher education through the use of information communication technologies. I was responsible for designing and implementing the organisation's publicity, advocacy and marketing strategies in 29 African countries. I designed marketing strategies that grew the organization's membership from 8 member states in May 2012 to 19 by May 2014.

Specific duties involved:

- Managing the implementation of advertising, marketing and Public Relations activities;
- Organizing special events, such as press conferences, exhibitions and launch ceremonies
- Initiating and planning Public Relations campaigns;
- Writing press releases, in houses newsletters, speeches, articles, etc.
- Managing the distribution of reports, press releases and announcements produced by the organization;
- Liaising with electronic and print media agencies in promoting the AVU and the Multinational Project (local and international newspapers, magazines, radio and television);
- Answering queries from individuals, journalists and other organizations;
- Assessing the competitive environment for existing and potential AVU programs, products and services by identifying other organizations that provide competition or support products and services.
- In close coordination with the CEO, coordinate the preparation and distribution of Monthly and Annual Reports,
- Working with the Multinational Project Team and other AVU staff members in reviewing, updating, and producing marketing brochures, handouts, direct mails leaflets, promotional videos, photographs, films and multimedia programs; Constantly updating the project related information on the AVU Website;
- Ensuring that the content of the AVU website is up to date, attractive, informative, user friendly and easily accessible;
- Managing a team of consultants including graphic designers, printers, public relations firms, and brand consultants;
- Reviewing technical and financial proposals from consultants and making recommendations to senior management.

**August 2011 to May
2012**

PR Account Manager: Portland Communications, Nairobi, Kenya

Portland Communications is an independent strategic communications consultancy with offices in London, Nairobi and New York. I was responsible for providing strategic counsel to leading public figures and major brands on their communication and stakeholder engagement strategies in Sub-Saharan Africa.

Client Portfolio: Mo Ibrahim Foundation, Helios Towers Africa, the Kofi Annan Foundation, the Africa Progress Panel, Alliance for Green Revolution in Africa (AGRA), Mo Ibrahim Foundation, TradeMark East Africa, the Open Society Initiative for Eastern Africa (OSIEA) and Alliance for Green Revolution in Africa (AGRA).

Specific duties included:

- Providing strategic counsel to clients on a full range of communications issues.
- Developing and presenting Public Relations plans that clarify business goals, situation analysis, challenges, solutions, measurement criteria and financial planning.
- Advising clients about Africa's news outlets, evolving media landscape and a range of political, economic, business and social issues.
- Drafting opinion articles, speeches, talking points and presentations notes for high profile clients.
- Drafting information materials, including press releases, fact sheets, policy briefs and research

- papers on a range of policy issues relevant to clients' work.
- Organising press conferences, receptions, roundtables and events on behalf of clients.
- Liaising with journalists, pitching in stories, facilitating interviews and placing opinion articles.
- Drafting memos and work plans, outlining tactical communications options and activities.
- Undertaking media monitoring and intelligence gathering for Portland's diverse clients.
- Identifying potential crises and developing a plan to put forth appropriate positioning to minimise negative perceptions.

**Jan 2009 to August,
2011**

Communications Officer: East African Business Council (EABC), Arusha, Tanzania

East African Business Council is a regional policy advocacy body for private sector in the East African Community. I spearhead the organisation's Public Relations efforts and secured regular placements and interviews in the media in five East African Countries (Kenya, Uganda, Tanzania, Rwanda, Burundi) which improved the EABC's profile in media and the general public.

Specific duties included:

- B Developing a communications strategy to promote a positive image of EABC including awareness and media/publicity campaigns on EABC's interest areas in East Africa.
- C Organising media coverage for EABC events and programmes through regular press conferences and timely press statements.
- D Pitching story ideas to journalists, bloggers and commentators.
- E Coordinating face-to-face meetings with commentators and other opinion formers.
- F Reviewing, analysing, and documenting, on daily basis, media reports and coverage of issues that affect the relationship between EABC and its members.
- G Carrying out regular media monitoring to document media reports on a daily basis while countering misinformation and negative coverage
- H Acting as liaison between EABC Secretariat and its partners.
- I Preparing EABC's official and public statements and speeches for the Executive Director, Chairman and board members.
- J Drafting policy briefs as well as preparing quarterly and annual reports, newsletters, and other in-house publications.
- K Researching, writing, and editing texts for electronic-based communication platforms and regularly updating the website.
- L Updating, monitoring and managing interaction on online discussion forums and social media.
- M Identifying content areas on the website in need of further development; as well as working with other departments to plan and write new content for the website.
- N Organising and coordinating preparation of EABC meetings, conference, and workshops
- O Sourcing for sponsorships to support EABC events.

August 2006 to December
2008

Business sub-Editor: Monitor Publications Limited, Kampala, Uganda

I edited and produced Business Power and Smart Money, the company's most successful weekly business magazines.

Specific duties involved:

- Editing reporters copy for accuracy, adherence to copyright laws, libel, and conformity to editorial policy;
- Rewriting reporters copy so that it flows, reads better and adheres to the house style;
- Writing headlines, captions and quotes in a clear, accurate, and interesting manner;
- Liaising with reporters to clarify facts and details about a story
- Proofreading and doing all revise editing tasks quickly and accurately, in line with house style;

5. Laying out and designing pages to ensure that the right stories appear in the correct place on page;
6. Manipulating copy using appropriate desktop publishing software, such as Quark Express, In-design and Photoshop

**May 2004 to
July 2006**

**Environment Writer: Monitor Publications
Limited, Kampala, Uganda** Specific duties involved:

Conceptualizing feature story ideas and discussing them with Features Editor and Business Editor

- Writing informative, entertaining and newsworthy articles on environment and development with set editorial deadlines;
- Interviewing newsmakers on a regular basis;
- Obtaining exclusive interviews with newsmakers;
- Providing, and in association with Photo Editor and Design Desk, ensuring supply of photos and other visual elements needed to illustrate feature copy;
- Working with a camera on assignment, as and when needed;

LANGUAGES SPOKEN

- English-Proficient
- Kiswahili-Working Knowledge
- French-Basic Knowledge

PROFFESIONAL MEMBERSHIPS

- Chartered Institute of Marketing
- Public Relations Association of Uganda

REFREES

Mr. Walter Wafula
Business Unit Head –PR
Brainchild Burson-Marsteller / Fireworks Advertising
Nyonyi Gardens 2nd floor | Plot 16/17 – Wampeewo Avenue
P.O. Box 4041, Kampala
Cell: +256 750800349
e-mail: w.wafula@fireworks-advertising.com

Ms. Beldina Shitandi
Manager, Finance and Administration
African Virtual University

O. Box 25405-
00603 Nairobi,
Kenya
Cell: +254722789547
E-mail: beldinan@gmail.com

Prof. Mnason Tweheyo,
Dean, Makerere University School of Forestry,
Environmental and Geographical Sciences P O
Box 7062, Kampala-Uganda
Cell: +256772464155
E-mail: tweheyo@forest.mak.ac.ug

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

26/March/2019

Name of Expert ; Godwin Bonge Muhwezi

Signature

Date



26/March/2019

Name of authorized: Ms. Josephine Etima

Signature

Date

Representative of the Consultant

CV FOR SHAMIM ASIIMWE BYENKYA

PROFESSIONAL PROFILE:

Highly accomplished, results driven Senior Management Executive with more than 10 years' progressive experience in Marketing, Events Management, Public Relations, Business Development, Key Accounts Management, Media Relations and Project Management in various business organizations.

An experienced manager with demonstrated ability to deliver business results as well as lead change management initiatives. A solid team player with a network of connections in the marketing, media and events management community in Uganda.

A Strategic Planner with proven competence to identify opportunities for business growth and develop these ideas from conceptualization, opportunity and feasibility studies through to execution.

EDUCATION

1. Digital Marketing

Makerere University Business School (2007) - **Certificate in Public Relations in the Entertainment Industry**

2. Makerere University Kampala (2001) - **Bachelor of Arts in Education(Hons.)**

3. Bweranyangi Girls' Senior Secondary School - **Uganda Advanced Certificate in Education**

4. Bweranyangi Girls' Senior Secondary School – **Uganda Certificate in Education**

SKILLS AND COMPETENCIES

- Strategic planning & budget management
- Public relations and media planning
- Corporate and experiential events management
- Business Development
- Negotiation and influencing skills
- Report writing and analysis
- Budgeting and Media scheduling

PROFESSIONAL SUMMARY

1. Country Head – Medecube Healthcare Limited: January 2018- To date

Reporting to the CEO Medecube International, in this role, my key responsibilities are as below:

- a) Lead business development initiatives and strategy for the company
- b) In charge of the sourcing new business opportunities and clients for the company that included partnerships with various local hospitals.
- c) Preparation and coordination of all logistical requirements for patients seeking medical care.
- d) Coordinating with patients to access timely and affordable treatment options with various specialists and medical facilities.

Achievements:

Coordinated and organized a successful three-day free medical camp together with the Mayor of Nakawa Division that benefited over 10,000 people.

Fostered a partnership with the Indian High Commission to ensure issuance of one-day medical visas for patients seeking medical care from India.

Successfully managed to sign exclusive training and medical observation placements for medical practitioners from International Hospital Kampala.

2. Business Account Manager – Royal way Media Ltd: May 2016 – December 2017:

Reporting directly to the Executive Director. My key roles and responsibilities included the following:

- Designed data collection tools for use on various projects in the field.
- Collected, reviewed and validated information from various sources within and outside the business to feed into business case
- Supervision of the experiential marketing team to fulfil the objectives of the activation and achieve set targets.
- Key player in Negotiations between parties.
- Managed budget and disbursement of payments to ensure the smooth running of particular projects.
- Managed the relationship between Royal way Media and other partners
- Stakeholder management both at district and local government level in activation areas.
- Secured all permits and related licenses required for the various projects at country level.
- Compiled and analyzed all data collected and input this into comprehensive daily, weekly and monthly reports for the various projects.

Achievements:

Designed, bid and subsequently won tender to implement MTN Uganda's sim card registration and mobile money account opening drives countrywide.

Grew the number of MTN subscribers by 100,000 over a three months' activation period.
Pitched and attracted new Key accounts with Standard Chartered Bank, Plan International and UN Women among others.

3. Experiential Marketing Manager – Centurion Media Limited: June 2015 - April 2016

Reporting to Executive Director, in this role my responsibilities were as below;

Customer Relationship Management: Enhancement of customer experience through continuous improvement and timely resolution of complaints/queries

Creative Thinking: Designing unique experiential campaigns that satisfy the customer objectives for different campaigns.

Budget management: Management of the project execution cost center budget to ensure spend is within control.

Business Planning: Development of business plans to support new business development initiatives for the company

Achievements:

I set up the experiential department of Centurion Media to deliver better results and job enrichment.

Implemented and rolled out the Customer Relationship Management tool project.

Led an experiential events team that implemented the roll out of safer energy saving stoves in partnership with Standard Chartered Bank.

4. Business Development Manager: Silk Events Ltd: November 2013 - May 2015

Reporting to the Executive Director, I joined as a Key Accounts Executive and was later promoted to Business Development Manager

My key responsibilities in these roles were as below:

Business development to achieve agreed sales targets.

Customer relationship management

Coordinated branding efforts with various event sponsors.

Pre and post event coordination

Developed event concepts and themes.

Sourced for, vetted and supervised third party suppliers for various events

Formulated and managed event budgets.

Formulated and executed event campaigns while supervising various teams working under me.

Recruiting, liaising with and supervising cross functional teams at both the head office and in the field to align plans and ensure a seamless flow of events to our clients.

Business process improvement: Design and implement processes and procedures for use in Sales operations execution ensuring effective design of internal controls that are adhered to.

Achievements:

Designed, bid and subsequently won contracts to launch new products like Mountain Dew.

Managed, coordinated and supervised all technical production aspects of the Pearl of Africa Music Award ceremonies in the East African region for eight consecutive years.

Pitched for and successfully won bids to organize various corporate events like the MTN Rising Stars, Coca-Cola Rated Next competition and the Uganda Breweries end of year parties.

Designed successful experiential campaigns for companies such as Crown Beverages, NSSF and Nile Breweries.

Part of project team that researched and implemented the Kampala International Film Festival in collaboration with Uganda Communications Commission.

Coordinated and successfully managed the Kampala Capital City Authority Festival.

5. General Manager –WBS TV: September 2012 - September 2013

Reporting to the Executive Director and the Board Chairman, my key responsibilities in this role included:

Business development to achieve agreed sales targets.

Customer relationship management

Sourced for, vetted and participated in the scheduling of content for the station especially in regards to talk shows on topical issues.

Recruited, liaised with and supervised cross functional teams to align plans and ensure a seamless flow of duties at the station

Prepared periodic performance graphs and reports for management and board meetings.

Achievements:

Successfully negotiated a payment plan with Uganda Revenue authority for outstanding bills and ensured compliance with the authority going forward.

Successfully negotiated a payment plan with National Social Security Fund for outstanding bills and ensured compliance with the fund going forward.

Grew the stations advertising revenue by 32% in the first three months by attracting new advertisers as well as designing packages that appealed to smaller advertisers like the SMS scroll.

6. Events Manager – Vision Group Ltd April 2008 – August 2012

Business development to achieve agreed sales targets.

Customer relationship management

Negotiated sponsorship agreements

Coordinated branding efforts with various event sponsors.

Pre and post event coordination

Developed event concepts and themes.

Sourced for, vetted and supervised third party suppliers for various events

Formulated and managed event budgets.
Formulated and executed event campaigns while supervising various teams working under me.
Recruiting, liaising with and supervising cross functional teams at both the head office and in the field to align plans and ensure a seamless flow of events to our clients.

Achievements

Designed individual events for the various media platforms including Embuutu Yembutikizi and the Bride and Groom Expo.
Identified and trained select staff to coordinate and manage the different events designed for the various media platforms.
Successfully managed to design self-sustaining events by diversifying the sponsorship platforms thereby making events profitable

7. Press and Information Officer – European Union August 2002 – December 2007

Reporting Directly to the Head of Mission, my roles and achievements included:

Successfully organized Europe Day celebrations in conjunction with the European Union member state embassies and consulates.
Ensured regular contacts with the media through the issuance of press releases, organization of press conferences and media receptions and workshops.
Organized cultural events like film festivals, drawing contests and sports tournaments.

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

26/March/2019

Name of Expert: Asiimwe Shamine Signature Date



26/March/2019

Name of authorized: Ms. Josephine Etima Signature Date
Representative of the Consultant

SUPPORT –TEAM

| | | |
|--|------------------------------------|---|
| | Proposed position for this project | Political & Democratic Governance Researcher |
| | Name of person | Ms. Anyakoit Cecilia |
| | Date of Birth | 07th July, 1977 |
| | Nationality | Ugandan |
| | Membership in profession societies | <p>Chairman National Advisory Board, Citizen Coalition for Electoral Democracy (CEDU)</p> <p>Member of the Executive Committee, Africa Security Sector Network (ASSN)</p> <p>Member of Board of Trustees, Africa Leadership Institute (AFLI)</p> <p>Associate Member, The Development Analyst Ltd International</p> |
| | Education | <p>1999 -2002: Bachelor of Arts Social Sciences degree Economics and German language Makerere University, Faculty of Social Sciences.</p> <p>1997 -1998: Uganda Advanced Certificate of Education (UACE), Kalungu Girls Training Centre, Masaka, Uganda.</p> <p>1993 -1996: Uganda certificate of Education (UCE), Kangole Girls SSS, Moroto, Uganda.</p> |

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| | | 1984 – 1992: Primary Leaving Certificate (PLE), Katakwi Primary School, Katakwi, Uganda. |
| | Publications | <p>The changing intelligence dynamics in the Regional context: The case of Great Lakes Region; Published in Changing Intelligence Dynamics in Africa (June 2009)</p> <p>The history and changing nature of intelligence services in Uganda; Published in Changing Intelligence Dynamics in Africa (June 2009)</p> <p>Resettlement and integration of pastoralists in the national economy: The case of South Western Uganda. Published in the World Bank's Involuntary Settlement Series,(1994).</p> |
| | Professional Trainings | <p>Policy formulation and analysis skills, Certificate, Uganda management institute, sponsored by IPOD 2011.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Training of Trainers, Adult learning and Training skills, organized by KAS for members of Steering Committee members of IYOP, Dec. 2012 I also have the certificate of competence on the similar skills, given by IPC, after completing the training organized for IPC women leaders. <input type="checkbox"/> Dialogue and Mediation skills in conflict management, training organised by IPOD for |

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| | | <p>Analyst and selected leaders.12-13 December, 2011.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Fundraising Skills/ Grant writing tips, training organised by Women democracy Network (WDN) Uganda Chapter, for its core team members, by teleconference, I also attended the similar training under IRI. <input type="checkbox"/> Management Skills for students' leaders, certificate of attendance, institute of languages Makerere University, 17-21 September 2001. <input type="checkbox"/> Young political party leaders training programme, 18-21 may 2011 at silver springs hotel Bugolobi Kampala, on roles and functions of political Parties in a democratic process, Understanding of a party youth Wings, internal organisation of a party youth Wing. Internal and external communication, reaching out to the voter beyond elections, Communication and networking through social media, Influencing party policies and positions and facilitating a continuous inter-party youth dialogue <input type="checkbox"/> |
| | Languages and degree of proficiency | English, Kiswahilli, Ateso, Ngakarimonjong (Excellent) |

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| | Countries of work experience | Uganda & Kenya |
| | Consultancies | <p>Aug – Oct 2013: Facilitated meetings and prepared a Draft Position Paper on Electoral Law Reforms to be undertaken ahead 2016 National General Elections, to be presented to Electoral commission, Parliament, Political Parties and other Democracy seeking Groups by the Women League leaders of Six (6) Major Political Parties in Uganda</p> <p>Jan – May 2013: Facilitator at Konrad Adenauer Stiftung (KAS) in conjunction with Inter Party Youth Platform (IYOP) training Program in the four Regions of Uganda Funded by Democratic Governance Facility (DGF) aimed at Strengthening the leadership skills of political Party Youth Leagues leaders, to play an active role in shaping policy positions in their respective Party leadership organs..</p> <p>Jan 2013: Contracted to Conduct a Pre- Visit Study by Women Democracy Group (WDG) in the Districts Arua, Koboko, Yumbe, and Adjumani Funded by DGF, So as to Assess and draw Recommendations for the implementation of Capacity Building Project</p> |

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| | | <p>for Women Councillors in Performing their elective Roles, Jan 2013.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sept – Oct, 2011;Facilitator contracted by Women Democracy Network (WDN) Uganda chapter training Program for women councillors funded by WDN Washington; <input type="checkbox"/> May – Dec 2010; Facilitator contracted by International Republican Institute (IRI) Uganda, training Program for Political Party Candidates, in eight Districts on Campaign strategy for 2011 national elections <input type="checkbox"/> Jan – Oct , 2010;Contracted by International Republican Institute (IRI) to Mentor young people in leadership and personal life skills in Seven Leading Universities (Makerere, Kyambogo, Mbarara, Gulu, Mbale Islamic University, Mukono Christian University and Kampala International University in Uganda <input type="checkbox"/> May 2006 – December 2010, Field Research Coordinator, for Parliamentary performance Scorecard Project, aimed at reviewing and assessing the MPs performance in plenary, committee and constituency. The project was Funded by Royal Dutch Government and Deepening Democracy Program Basket Fund (Contributed to by Governments of Iriland, UK, Norway, Netherlands, Denmark and Sweeden) <p>Africa Leadership Institute (AFLI..</p> |
| | Employment record | |
| | Employment 1 | |

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| | | June 2011-To date: Research Assistant of the , Uganda Parliamentary Performance Monitoring Scorecard (funded by the US government, The Royal Netherlands and other Deepening Democracy partners basket fund |
| | Employment 2 | 2006-2010, Head of Women Department UPC Secretariat, reporting to the Secretary General. |
| | Employment 3 | 2010- 2011 National youth leader Uganda Peoples Congress (UPC). |
| | Employment 4 | 2001; Research assistant, , ASPS Gender and Poverty impact monitoring project, Gender and poverty household survey , Makerere University 2001 |
| | Signature by Agency |  |
| | Signature by Consultant | |

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| | Proposed position for this project | Data Analyst |
| | Name of person | Joachim Gwoke |
| | Date of Birth | September 28th, 1978 |
| | Nationality | Ugandan |
| | Membership in profession societies | <p><input type="checkbox"/> Member of The I-Network, an ICT for Development NGO, as well as an Advocate and active user of FOSS (Free and Open Source Softwares) and Technologies, most especially Slackware Linux, Gentoo, Debian, Fedora and other RedHat derivatives, OpenBSD and FreeBSD among others.</p> <p><input type="checkbox"/> Member of The Linux User Group (LUG) Uganda Chapter, Mobile Monday Uganda Chapter.</p> |
| | Education | <p>2013- To date: International School of Business and Technology(Sikhim Manipal University DE Centre);Bachelor of Science in Information Technology</p> <p>1999 -20028: Makerere University Bachelor's Degree in Forestry</p> <p>1993 -1996: Makerere University Bachelor's Degree in Forestry</p> |
| | Professional Trainings | <p>Intermediate to advanced Computer skills in</p> <p><input type="checkbox"/> Word processing, spreadsheets and presentations using Excel, Microsoft word, Power point, Microsoft Access, Open Office.</p> |

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| | | <p>Data analysis, Mining and exploration using SPSS, Epi-data, fair with SAS, R and STATA.</p> <p>Advanced user of Unix systems and variants.</p> <p><input type="checkbox"/> Project databases in MS Access 2003-2010 and PostgreSQL-9.x as backup.</p> <p>Intermediate user of SQLite3.x.x , PostgreSQL, MySQL and novice at Microsoft Server 2012 and .NET</p> |
| | Languages and degree of proficiency | English, Kiswahilli, Ateso, Ngakarimonjong (Excellent) |
| | Countries of work experience | Uganda & Kenya |
| | Consultancies | <p>May –June 2013:Update forms and databases for Mp tally project</p> <p>Create MP performance measure toolkits</p> <p>Aug – Oct 2011: Mining and Exploring USE & Score card data sets</p> <p>Aug – Oct 2005: Parliamentary Score Data delivery and processing</p> <p>Jan –July 2010; Port Score Card database from MS Access to PostgreSQL</p> |
| | Employment record | |
| | Employment 1 | (2011-to-date):Data Manager at Project Uganda Ltd |
| | Employment 2 | (2009-to-date): Business Developer for Agromans Ltd |
| | Employment 3 | (2011 - 2012) ; IT Team Administrator for E-Social LTD |
| | Employment 4 | (2010-2011)): Parliamentary Score Card Data Team Leader & Analyst |

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| | Employment 4 | (2005-2010): Research Assistant with Africa Leadership Institute |
| | Signature by Agency | |
| | Signature by Consultant |  |

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| Proposed position for this project | Field Researcher |
| Name of person | Bataringaya Ben |
| Date of Birth | 11/8/1968 |
| Nationality | Uganda |
| Education | BA(SS) MUK,PGDE- MUK, MA (Human Rights and Development) - KIU |
| Language s and degree of proficiency | English, Kiswahili, R, R & R and Luganda |
| Countries of work experience | Uganda, Kenya and Rwanda |
| Consultancy Records | <ul style="list-style-type: none"> <input type="checkbox"/> 2012-2013: Final evaluation of Parliament of Uganda Strategic Plan for 2006-2011. <input type="checkbox"/> 2012-2013: Legislative Oversight Research Report for the Health Services Committee) on National Health Sector Investment Plan & Extent to which it addresses health-related MDGs No.4, 5, & 6 and procurement, Management of Distribution & Accountability of Essential Medicines & Health Supplies (EMHS) in Public Health Facilities. <input type="checkbox"/> 2011-2012: Performance review of the Education, Agriculture and National Economy sectors within the context of the government policies 2011-16 prepared for the Committees of Parliament on Education, Agriculture and National economy. |

- 2011-2012** : Policy study on the need to address the Legal Framework to Protect the Rights of Vulnerable Women & Children and the need for Government to take action to Increase the Health Budget for Maternal, Newborn & Child Health (MNCH) prepared for the Committee on Social Services).
- 2011-2012**: Review of Systems & Programmes Government Has Put in Place to Address the Needs of Older Persons in Uganda prepared for the Committee on Equal Opportunities.
- 2011-2012**:An Institutional& Context Analysis of Factors Affecting the Performance of Accountability Committees of Uganda Parliament – The Case of the Public Accounts Committee (PAC).
- 2009-2010- Building the capacity of ZOA staff in the use of VSLA as an approach to livelihood.** The project was funded by SRF/DFID/UNDP and it has helped to establish over 60 VSLA groups in Lainya and Juba West.
- December – 2005: Team Leader:** Organisational Assessment of the Social Services Development Departments (SSDD) for Arua Diocese Funded by Caritas Uganda.
- 2007- May: Watsan evaluation for the CRS -OFDA/ Troicare funded project in Gulu District-** Team leader and development expert charged with the responsibility of designing the tools and guiding the evaluation process including production of the evaluation report
- July 2007 Caritas Uganda.** Facilitated workshops for Caritas staff in areas of organisation assessment, personnel management, Program Monitoring and documentation, consortium approach in development, Program sustainability.
- May 2007 Caritas Uganda,** Strategic Planning for Caritas Arua. Supported Caritas Arua to come up with a 5 year Plan
- May, 2007 World Vision, Uganda** Phase evaluation for the Rukiiga ADP, Funded by World Vision UK (Lead Consultant)- Rukiga ADP implemented an integrated programs (PHC, education, Livelihoods, HIV/AIDS, Child protection etc)
- March, 2007 Action Aid International Uganda,** Star Project Mid term Review (Facing the challenge of HIV/AIDS, EU funded. (Lead Consultant for Uganda)
- 2007- Mid term Review for the Mundri Health Transformation project-** This was a consortium project implemented by AAH-I, Samaritan Purse and MRDA. The project helped to

rehabilitate the Health infrastructure of the Mundri County-

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| | <ul style="list-style-type: none"> <input type="checkbox"/> Feb, 2007- Technical guidance to the GBV project rolled in Bushenyi by COVOID. <input type="checkbox"/> Dec 2006 Community Integrated Development Initiatives (CIDI), Eastern Uganda. <input type="checkbox"/> Lead Consultant, Participated in the evaluation of Soroti Integrated development project (Project with components on Peace building, Psychosocial and sustainable agriculture) <input type="checkbox"/> September, 2006 Catholic Relief Services (CRS):Capacity building of CRS &Save the Children in Uganda Partners in HIV/AIDS in Western Uganda. <input type="checkbox"/> July 2006, Community Volunteers Initiatives For Development (COVOID Mid-term Review of the HIV/AIDS Socio-economic support for OVC in Bushenyi District). <input type="checkbox"/> Aug 2006: Team Leader for the Foundation for Rural Advancement and NACWOLA, Kasese District. <input type="checkbox"/> August 2006: Capacity Building Consultant for DAC (District Aids Committee) in Planning and on the operationalisation of UAC HIV/AIDS coordination guidelines. <input type="checkbox"/> July 2006: Capacity Building Consultant on Right based approach to Programming (RBA) for Soroti District Local Government. Eastern Uganda. <input type="checkbox"/> August up to January 2004: Consultant for on Four thematic areas Viz; Children in conflict with the Law, Physical Abuse including gender based Violence, Child Sexual Abuse, and Child Labour on UN Study on Violence Against Children in Uganda. <input type="checkbox"/> May – June 1997:, Consultant for Basic Education Child Care and Adolescent Development (BECCAD), UNICEF, Uganda <input type="checkbox"/> May, 1995: Research Supervisor for Sexual Practices between the circumcised and uncircumcised and circumcision as an intervention to reduce HIV/AIDS. The project coordinated by the University of Illiois, Chicago. |
| Employment record | |
| Employer 1 | 2008 – to date: Executive Director NMG Consultants and Lead Community & Institutional Expert |
| Employer 2 | 2007---2008: Program Manager, ZOA Refugee Care, Maridi &Ibba Program areas. (Southern Sudan). |

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| Employer 3 | 2003 to 2006: Program Manager/Teamleader, Western Uganda - Save the Children UK/Save the children in Uganda. |
| Employer 4 | 2001 – 2002: Project Manager- Aktion Afrika Hilfe: Northern Uganda/Southern Sudan, Moya, Adjuman . 2000 – 2001: Programme Unit Manager – Plan International Luwero |
| Employer 5 | 1997 – 2000: Program Officer, HIV/AIDS, Luwero – Plan International Uganda |
| Employer 6 | 1994 – 1997: Research Officer - Delivery of Improved Service for Health (DISH) project – Phase 1 – USAID funded Project . The project offered HIV/AIDS, Maternal Health services in the 10 Districts of Uganda. |
| Signature by Agency | |
| Signature by Consultant |  |

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| | Proposed position for this project | Research Assistant |
| | Name of person | Rose Naggayi Kyeyune |
| | Date of Birth | 19/05/1970 |
| | Nationality | Ugandan |
| | Education | 1996-1998: Makerere University, Kampala (1998),Masters Degree in Agriculture; Specialised in Agricultural Economics 1989-1991: Makerere University, Kampala. (1990) Bachelors Degree in Agriculture (Economics Option) |

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| | Employment record | |
| | Employer 1 | 2006 – to date: The Development Analyst Ltd-International |
| | Employer 2 | Jul. 2011 –Feb, 2013: Monitoring Officer – National Project Coordination Unit;Farm Income Enhancement and Forest Conservation Project –Funded by African Development Bank – Under Ministry of Water and Environment |
| | Employer 3 | Jul. 2004 – Jun. 2010 Monitoring Officer, Uganda Agricultural Sector Programme support – Danida.Agrisbusiness Development Component – Business Support Services Output, Uganda |
| | Employer 4 | 1998 – 2003; Senior Agricultural Officer Mukono District Local Government, Uganda. |
| | Signature by of the Expert | Rose Naggayi Kyeyune |
| | Signature by the Authorised Signature | |
| | Contact | P.O.Box 12468, Kampala, Uganda, East Africa 0772- 687831/0772-674855; <u>rosekyeyune@yahoo.com</u> |

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| | Proposed position for this project | Research Assistant |
| | Name of person | Polycarp Musinguzi |
| | Date of Birth | 19/10/1988 |
| | Nationality | Ugandan |
| | Education | 2012- To-date Research Fellow with the Department of Social work of Makerere University, Makerere University 2008 – 2011 Bachelor of Social Work and Social Administration (First Class Honors), Makerere University |
| | Employment record | |
| | Employer 1 | 2006 – to date: The Development Analyst Ltd-International |
| | Employer 2 | Oct. 2012- to date:Department of Social work, Makerere University |
| | Employer 3 | June 2010 - August 2010; Plan International |
| | Employer 4 | June 2009 - August 2009; Africa care |
| | Signature by of the Expert | Polycarp Musinguzi |
| | Signature by the Authorised Signature |  |
| | Contact | +256 774922180 / +256 793231522 mpolycap@gmail.com |

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|--|---------------------------------------|---|
| | Proposed position for this project | Data Analyst |
| | Name of person | Ochola Abraham |
| | Date of Birth | 31STMarch, 1989 |
| | Nationality | Ugandan |
| | Education | <p><input checked="" type="checkbox"/> 2009-2012: Bachelors Degree of Arts in Environmental management – Makerere University</p> <p><input type="checkbox"/> 2007-2008: Uganda Advanced Certificate of Education –St. Peter's SSS Naalya.</p> <p><input type="checkbox"/> 2002-2005: Uganda Certificate of Education – Kabalega secondary school- Masindi</p> <p><input type="checkbox"/> 1995-2001: Primary Leaving Examinations – Kagadi day and boarding primary School</p> <p>University</p> |
| | Consultancy | <p>2013- Environmental Audit for upgrading of Fort Portal- Ntandi-Bundibugyo-Lamia Road and Environmental Audit and Quality management system based on ISO 14001:2004 and ISO 9001 in Kakira sugar Limited Jinja district.</p> <p>2013- Environmental Scoping Report for the Kalalo CHICO Ltd Rock Quarry, Atiak Sub County Amuru District and Environmental Scoping Report for the Kawuki CHICO Ltd Rock Quarry, kawuki Sub County Wakiso District.</p> <p>2013-Environmental Management and social plan for the Proposed Davide and Francesco East Africa Tours Ltd Quest Cottages to be built in Latoro Village off Pakwach Karuma in, Purongo Sub County Nwoya District.</p> <p>2013 - Volunteer with Mountain Resource Centre- Geography Department Makerere University Kampala as a Research Assistant.</p> |
| | Signature by of the Expert | |

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| | Signature by the Authorised Signature |  |
| | Contact | +256 774922180 / +256 793231522 mpolycap@gmail.com |

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| Assignment | Electronic & Media Specialist |
| Name of person | Samuel Gummah Nabaasa. |
| Date of Birth | January 12th, 1972. |
| Nationality | Ugandan |
| Education | <p>2003-2004:Master of Philosophy, Media studies, Democracy and Development, University of Oslo, Norway</p> <p>1993-1996. Bachelor of Arts (honors) in Mass Communication, Makerere University</p> |
| Publications | <ul style="list-style-type: none"> ■ Handbook for Conflict Sensitive Journalism (Uganda Development Foundation) ■ M.Phil Thesis, The role of private commercial radio in the transition process in Uganda. (Focusing on live phone-in talk shows) ■ The delicate Balance. Analyzing the roles and challenges of Private commercial radio stations in Uganda Today. Oslo 2001 ■ Beneath the Surface. The performance of the media in the civil war in Northern Uganda. |

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| | | <ul style="list-style-type: none"> <input type="checkbox"/> Thesis BA. The role of the Partisan Press in Transitional Democracy. <input type="checkbox"/> Media Coverage of the 2001 presidential elections Commissioned by Human Rights Watch. <input type="checkbox"/> Radio invades Rural Uganda. (A compilation of Articles on the Success and failure of Fm stations in rural Uganda.) Some articles are not yet published. <p>The role of Radio in Democratization. (Paper presented at DENIVA sponsored workshop, Fortportal, 1998.)</p> |
| | Languages and degree of proficiency | English, Luganda, R, R &R and Swhahilli |
| | Countries of work experience | Uganda, |
| | Employment record: | |
| | Employment 1 | Executive Director, Uganda Radio Network News Agency and Training Project |
| | Employment 2 | Program Advisor, International Labour Organisation (ILO) Fit-SEMA Project |
| | Employment 3 | 1998 - 2008. Assistant Lecturer, Department of Mass Communication, Makerere University, Kampala, Uganda |
| | Employment 4 | 1999 Uganda Management Institute. Jinja Road. |
| | Employment 5 | 2000: News Manager, Monitor FM. Crown House, Kampala Road |
| | Employment 6 | Program Advisor, International Labour Organisation (ILO) Fit-SEMA Project |

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| Signature by Agency |  |
| Signature by Consultant | |

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| Proposed position | Advocacy and Social Mobilisation Expert |
| Name of person | Winston Churchill Ongole |
| Date of Birth | 16th July 1961 |
| Nationality | Ugandan |
| Education | <p>2002-2006: MSC. Managing Rural Change, University of London- UK: <u>MSC Core Units:</u> Undertaken: Rural Development, Managing Rural Change, Social Development, NGO Management, Monitoring & Evaluation, Water Resource Management and Land-use Management.</p> <p>2000-2001: Higher Diploma in Management: Wingate Endsleigh Business School; South Africa. <u>Course core Modules:</u> Organisation development, Leadership, Human resource devilmnt, IT & management, Corporate Marketing, Social development.</p> <p>1998-1999: Diploma in Project planning and Management: (IMSAT-Uganda)</p> |

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| | <p>Core Course Units: Project Cycle management, Logical frameworks, financial management, Donor reporting skills & project proposals.</p> <p>■ 1996/7: Diploma in General Agriculture: (Arapai Agricultural College-, Uganda, East Africa). Core Course Units: Agricultural Extension, Agricultural Economics, Crop Science, Animal Science, Agricultural Engineering, Farm management, Adaptive Research, Cooperatives and Marketing.</p> |
| Other trainings | <p>Certificate Courses:</p> <ul style="list-style-type: none"> ■ Oxfam Manager (leadership course): Certificate 2008 ■ Child protection and SOPs for reintegration of children: Cert 2012 ■ Results Based Monitoring, Evaluation & Learning: Certificate 2008 ■ Rights Based Approach (ToT): Certificate 2006 ■ Project planning and Community Devt: Certificate ■ Disaster Preparedness& Response & Sphere Standards: Certificate 2003 ■ Participatory Rural Appraisal: Certificate 1996 ■ Gender & Development: Certificate 1995 ■ Financial Management: Certificate 2004 ■ International negotiations (peace and conflict): Certificate 2009 ■ Anti-corruption strategies: Certificate 2004 ■ Leadership and Effective Human Resource Magt: Certificate 1999 ■ HIV/AIDS and behaviour change communication: Certificate |
| Languages and degree Of proficiency | <ul style="list-style-type: none"> ■ English: Excellent in written and spoken ■ Ateso: Mother Tongue, excellent in spoken and written ■ Swahili; fairly spoken but not written. ■ |

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| | <p>Countries of work experience</p> <ul style="list-style-type: none"> ■ Uganda, North Kenya (Turkana), South-Sudan (Ateker, Pastoral groups) and Southern Ethiopia (Ateker, Pastoral Communities). |
| | <p>Consultancy service undertaken</p> <ul style="list-style-type: none"> ■ Dec 2014 to June 2015: Being part of the Consultancy team on social mobilisation to popularise the East African Community among its member States. ■ April/June 2014: I undertook Policy Briefing study on '<i>Food/Nutrition Security situation in Uganda</i>'; the Report released in Feb 2015. ■ Period May 2012 to May 2014: Lead consultant in undertaking the institutional performance assessment of the 9th Parliament of the republic of Uganda; as contracted by Uganda National NGO Forum. The Performance Assessment Report was launched on 29th Sept 2014. In Feb/March 2014, I was part of a four person team contracted to undertake an independent Rapid Humanitarian Assessment of refugees along the West Nile region in Uganda and consequently design appropriate projects for the Pentecostal Assemblies of God (PAG) Organisation's intervention. August 2013: In a Consultancy team of 2 persons conducted a Mid Term Review of Climate Change & Food Security Project Karamoja, PAG Uganda. 2006 to 2013: Led a National Technical Team (7 person consultancy team) working on strengthening the organisation and Management institution of National development Secretariat of the Pentecostal Assemblies of God Uganda 2011-2012: Coordinated the Citizen Manifesto programme in Karamoja. Also member of a drafting team for the Uganda Citizen Manifesto 2010. 2007/8: Team Leader for designing and implementation of good governance and democracy programmes particularly Teso Anticorruption Coalition, Oxfam GB Uganda governance initiative code named-'Uganda Active Citizens Club'. |

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| | | <p>In 2006: Quality Assurance Certification Mechanisms for NGOs in Uganda (<i>I was among the 7 Consultancy team</i>)</p> <p>2009-2012: Under the African Leadership Institute (AFLI), coordinated the Parliamentary Scorecard Projects for North-Eastern Uganda.</p> <p>In January to February 2001, Belgium in, I participated in a Food Security fundraising campaigns for sub Saharan Africa by VECO.</p> <p>In 2001-2004, while with Vision TERUDO, I led in developing good code of practices on OVCs (Child Headed Households) as informed by several social researches and community projects in Eastern Uganda.</p> <p>From 1994 to 2005: I led in initiating and successful establishment of the current development arm of PAG Church in Uganda.</p> |
| | Employment record | <input type="checkbox"/> |
| | Employer 1 | <p>From October, 2013 to date: Governance and Development Expert-Development Analyst Ltd International –Uganda.</p> <input type="checkbox"/> |
| | Employer 2 | <p>From March 2012 to September, 2013: Country Director, Retrak Uganda</p> <input type="checkbox"/> |
| | Employer 3 | <p>From Jan 2009 to Feb 2012: Regional Manager, Karamoja, South Sudan, Southern Ethiopia and North Kenya: Employer, Africa Leadership Institute.</p> <input type="checkbox"/> |
| | | <p>From 2007 to 2008; Programme Manager of Oxfam GB in charge Karamoja Pastoral Programme, Uganda.</p> |
| | | <p>From June 1998 – Sept 2007: Executive Director of Vision TERUDO.</p> <input type="checkbox"/> |
| | Signature by Authourity |  |

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| | Proposed position for this project | Programme Manager and Knowledge Management Expert |
| | Name of person | Ms. Josephine Etima |
| | Date of Birth | June 1968 |
| | Nationality | Ugandan |
| | Membership in profession societies | <input type="checkbox"/> International Development Evaluation Association (IDEA) <input type="checkbox"/> Council for Economic Empowerment of Women in Africa (CEEWA) <input type="checkbox"/> Uganda Agricultural Economists Association |
| | Education | <input type="checkbox"/> MSc. Agriculture (Agricultural Economics); University of Sydney, Australia - 1998; <input type="checkbox"/> BSc. Agricultural Economics: Makerere University, Uganda - 1992 |
| | Other trainings | <input type="checkbox"/> Risk Analysis Framework and Internal Control Mechanisms – Dec 2012 – Nairobi, Kenya. <input type="checkbox"/> Development of Country Strategy Documents – was one of the facilitators to this training, Dec 2010 – Entebbe, Uganda. <input type="checkbox"/> Gender Awareness Training, July 2009, Cairo – improved skills in gender analysis |

- Monitoring and Evaluation Training for WFP and AGRA, May 2009, Nairobi – Improved Monitoring and Evaluation skills.
- Decentralized Evaluations Training, April and November 2009, Rome – Acquired Evaluation management skills
- Special Projects Reports training, November 2008 – Facilitated sessions on results reporting.
- Regional School Feeding Training in Arusha, Tanzania, September 2006 – Coordinated staff training
- Regional Supervisory Training – July 2006 – Improved supervisory skills
- Regional Contingency Planning Training in Kampala – Uganda, July 2006
- Regional Budget preparation, monitoring and management training in Kampala, Uganda – June , 2006.
- Regional Joint Programming Orientation Workshop in Kampala, Uganda - April 2006; improved understanding of development projects and UN reform concept.
- HIV/AIDS in the Workplace Training – February 2005
- Gender Sensitization Training in Kampala – Uganda, November 2004, developed gender awareness skills
- Logical planning sessions with in the Uganda Country office. 2004 – Understood concepts and terminologies related to

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| | | <p>Project and Program reviews, Strategic planning workshops nationally and internationally. 2002-2004 – Acquirement skills in carrying out review and planning sessions.</p> <p>Also trained staff in carrying out project and programme reviews.</p> <p>Training of Trainers Workshop in Project and Program Reviews in USA Arkansas - 2001. – developed project and program review skills.</p> |
| | Languages and degree of proficiency | English, Lugbara, Luo French and Luganda (<i>Excellent</i>) |
| | Countries of work experience | East African countries , Italy, Kenya, Somalia, Burundi and Eritrea |
| | Employment record | <p>Jan 2005 to 20013 World Food Programme of the United Nations</p> <p>May 1999 to December 2004; Heifer International, Monitoring, Evaluation and Database Manager</p> <p>November 1998;Natural Resource Institute, U.K.</p> <p>Research Assistant, Consultancy with Mr. Allan Marter</p> <p>April to August 1998 ; COOPIBO-UGANDA Kansanga</p> <p>Field Researcher</p> |
| | Signature by Agency |  |
| | Signature by Consultant |  |

Annex 2: Legal and Administrative documents

B) International Experts/ Part-time Staff

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| Proposed position for this project | International Communications and Knowledge Management, Visibility and Information Expert |
| Name of person | Javier Fábregas Martínez |
| Date of Birth | 03/12/1972 |
| Nationality | Spanish |
| Membership in profession societies | Association of International Consultants (AIC 2000) , The Development Executive Group (DevEx), Assortis Expert Group and other EU expert networks. |
| Education | 1.Universidad Complutense de Madrid, 09/ 1998 to 07/1999; Political and Institutional Communication Specialist (Master equivalent) 2. Centro Europeo de Estudios Superiores – Universidad Complutense de Madrid; 09/ 1993 to 07/1998; Degree on information sciences- Journalism |
| Other trainings | Computer literacy, etc.) Content Managements System – CMS for |

web editing (MS Shared Point Services, WebDev, WinDev, Vignette, Publikr and tailor made CMS. Professional audiovisual editing, CS4 suite (Abode and InDesign) for professional publications editing.

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| Languages and degree of proficiency | English, French, Spanish and Dutch |
| Countries of work experience | Algeria, Vietnam, Russia, Brussels, Mexico and Madrid |
| Employment record | |
| Employer 1 | <p>ST Senior Expert on Communication and on-line Information Communication, visibility and information plan to promote new label on Quality Tourism services for the Tourism Ministry. Website proposal. Conceptualize a website to inform and promote the label at national level. Contribute to build a Communication Plan to promote Algerian Quality Tourism programme for professionals to engage to label requirements;</p> <p>DIVECO project, EuropeAid/129544/C/SER/DZ; ICON Consulting; Algeria, 2012-Todate</p> |
| Employer 2 | <p>Expert on communication – key speaker, March 2010, InWent, Vietnam, Key-speaker on institutional communication to enhance outreach activities of Competition Regulation Bodies CRBs- ASEAN expert group for competition .Workshop on outreach activities organised by ASEAN in Hanoi, 2010-2011.</p> |
| Employer 3 | <p>LT Senior Expert on Communication and Information, P3A Programme d'appui à la mise en oeuvre de l'Accord d'Association Algérie –UE, EuropeAid/126397/C/SER/DZ; July/ 2009 – February 2012, IDOM Consulting, Algeria; Communication, visibility and information coordinator. Media and institutional relations, 2009-2010.</p> |
| Employer 3 | <p>ST Expert on institutional communication in PROTCUEM Project, EuropeAid/124159/D/SER/MX from 02/ 2006 – 05/2006 in ACE Consultants; Mexico.</p> <p>Communication Plan to promote PROTCUEM project (EU programme to boost EU-Mexico trade agreement) at national level in Mexico and in Europe. Media plans and in country “state of the art”. Policy-maker trainings. Web site conception and development proposal, communication tools and e-government solutions development. Trade enhancement and business</p> |

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| | facilitation. Meetings and events coordination, planning and step- by-step negotiations. |
| Adequate For The Assignment | |
| Detailed Tasks Assignment on Consultant's Team of Expert | Reference to Prior Work/Assignment that Best Illustrate Capability to handle the Assignment |
| <p><input type="checkbox"/> Participate in preparation of the inception report and study plan including preparation of tools, field data collection, analysis and reporting.</p> <p><input type="checkbox"/> Participate in planning and development of Communication and knowledge Management Strategy with clear objectives and sub-objectives, implementation plan and activities, as well as monitoring and evaluation framework with set of indicators-(Output, Outcome, Impact level)</p> | <p><input type="checkbox"/> ST Senior Expert on Communication and on-line Information Communication, visibility and information plan to promote new label on Quality Tourism services for the Tourism Ministry. Website proposal. Conceptualize a website to inform and promote the label at national level.</p> <p>Contribute to build a Communication Plan to promote Algerian Quality Tourism programme for professionals to engage to label requirements; DIVECO project, EuropeAid/129544/C/SER/DZ; ICON Consulting; Algeria, 2012</p> <p><input type="checkbox"/> LT Senior Expert on Communication and Information, P3A Programme d'appui à la mise en oeuvre de l'Accord d'Association Algérie – UE, EuropeAid/126397/C/SER/DZ; July/2009 – February 2012, IDOM Consulting, Algeria; Communication, visibility and information coordinator. Media and institutional relations, 2009-2010.</p> <p><input type="checkbox"/> ST Expert on institutional communication in PROTLQUEM Project, EuropeAid/124159/D/SER/MX from 02/2006 – 05/2006 in ACE Consultants; Mexico. Communication Plan to promote PROTLQUEM project (EU programme to boost EU-Mexico trade agreement) at national level in Mexico and in Europe.</p> |
| Name and Signature of the Expert | Javier Fábregas Martínez |
| Name and Signature of the | Ocilaje Michael |

Authorised Signature

Dolapo Michael

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| Contact | |
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| | Proposed position for this project | International Management Specialist | Communication and Knowledge |
| | Name of person | Hon. Remigio Achia | |
| | Date of Birth | 27th December, 1970 | |
| | Nationality | Ugandan | |
| | Education | Sept. 1998-May 1999 Sept. 1997-July 1998 Oct.1993-June 1996 | MSc. Information Technology with Financial & Industrial Mathematics Dublin city University, republic of Ireland MA (Development Studies / Communication for Development), University College Dublin, Republic of Ireland. Bachelor of Statistics /plied Economics (Hons), Makerere University, Kampala |
| | Employment record | July 1996 – October 1999 District Officer | Planner and Population |
| | | Moroto District Uganda. | North-Eastern |

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| | | November 1999 – Dec 2000 information Management specialist, food Agriculture Organization of the United Nations. |
| | | Sept 2002 to June 2003 Technical consultant/ seconded to the NAADS FAO |
| | | International Experience: DFID, London (June 2003) Rome, Kenya (Nov-Dec 1999; May-July 2000); Tanzania (July-Sept 2002) (1-20 April 2000; Jan-March 2001; Aug-Sept 2001), |
| | Employer 1 | 2006 – to date: the Development analyst |
| | Employer 2 | Sept 2002 to June 2003 Technical consultant/FAO seconded to the NAADS |
| | Employer 3 | November 1999 – Dec 2002 Information Management Specialist, food Agriculture Organization of the United Nations |

Adequate For The Assignment

| Detailed Tasks Assignment Consultant's Team of Expert | on Reference to Prior Work/Assignment that Best Illustrate Capability to handle the Assignment |
|---|---|
| Conduct consultations with the Stakeholders and partners outlets | Sept 2002 to June 2003 Technical Expert/ FAO seconded to the NAADS 1 |
| Carry out communication audit, needs assessment and stakeholder analysis (consultation) | International Experience: DFID, London (June 2003) Rome, Italy (1-20 April 2000; |
| Carry out literature review to gain insights of program implementation framework | Jan-March 2001; Aug-Sept 2001), |
| Facilitate Focus Groups Discussions in the selected districts | Kenya (Nov-Dec 1999; May-July 2000); |
| Carry out Communication and media analysis and develop a Public Relations plan | Tanzania (July-Sept 2002) November, 1999 – Dec 2000 information |
| Participate in the development of the Communication and Knowledge Management Strategy, | Management specialist, food Agriculture Organization of the United Nations. |

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| implementation plan | | |
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| | Signature by of the Expert | Hon. Remegio Achia |
| | Signature by the Authorised Signature | Ocilaje Michael |

SUMMARY OF RELATED WORK DONE IN THE LAST 5 YEARS BY- BALAAM MARKETING & PROMOTIONS AGENCY LTD IN PARTNERSHIP WITH THE DEVELOPMENT ANALYST LIMITED

REFERENCE 1

| | |
|--|--------------------------------|
| NAME OF ASSIGNMENT: | COUNTRY: |
| Provision of Voter Education | Uganda |
| The services included; | |
| <ul style="list-style-type: none"> • Mobilization and training of Voter education team • Conduction of voter education road shows in all 24 districts of Uganda • Production and Distribution of voters materials • Educating using various methods including: media, talkshows • Interact with the voters as well as stakeholders and receive feedback on behalf of the commission. • Preparation and submission of periodic reports. | |
| ASSIGNMENT LOCATION: | DURATION OF ASSIGNMENT: |
| Central Region-Uganda | Four Months |
| NAME AND CONTACT(EMAIL, TELEPHONE, SKYPE) | |

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|--|--|
| <p>1) OF CLIENT:</p> <p>THE ELECTORAL COMMISSION OF UGANDA.</p> <p><u>Contact person:</u></p> <p>Head of Civic and Voter Education Dept</p> <p>Mr.Machati Charlse</p> <p>Tel:+256772402090</p> | <p>PROFESSIONAL STAFF PROVIDED BY YOUR ORGANIZATION:</p> <p>BALAAM BARUGAHARA.A-Project Coordinator</p> |
| <p>START /END DATE (MONTH/YEAR)</p> <p>November to end of February 2016</p> | <p>VALUE IN US\$/ EURO/UG</p> <p>shs: 988,260,000 UG shs</p> |
| <p>NAME OF SENIOR STAFF (PROJECT)</p> <p>PATRICK S. TEKO-Project Manager</p> | <p>DIRECTOR/COORDINATOR, TEAM LEADER) INVOLVED & FUNCTIONS PERFORMED:</p> <p>NATUKUNDA MACKLEAN-Team leader</p> |
| <p>DETAILED DESCRIPTION OF ACTUAL SERVICES PROVIDED BY YOUR STAFF:</p> <p>BALAAM BARUGAHARA.A</p> | |
| <p>He always proactively managed foreseen project risk, mitigating as necessary</p> <ul style="list-style-type: none"> *Leading the project team and coordinating the project and all matters related to project content. *Implementing the agreed action plan to the agreed standards and deadlines * Regular liaison with the client on all project-related matters *Ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation *Taking responsibility for the effective flow of information between team members, participants in project activities * Ongoing evaluation of project activity and reporting on project progress to the Client | |

*Submission of the final results of the project to the client

PATRICK S. TEKO

Updating the coordinator on the Campaign Progress and Making sure the deliverables are being completed within the baseline time scales as well as within the baseline cost plan

Made sure the deliverables are being completed to defined expectations, first time

Performance (Value) was put into consideration to make sure the progress is being earned for the expected cost and making sure the net project cash flow is being achieved as the defined expectations

Made sure the required Safety, Health & Environmental standards are being achieved and all required statutory and regulatory conditions are being met

He always made regular and timely reporting of project progress to the Client

He always managed changes to the project without unduly affecting the stated objectives and benefits

- Ongoing evaluation of project activity and reporting on project progress to the coordinator

NATUKUNDA MACKLEAN

Develop a strategy the team will use to reach its goal

Provide any training that team members need

Communicate clear instructions to team members

Listen to team members' feedback

Monitor team members' participation to ensure the training they providing is being put into use, and also to see if any additional training is needed

Work hand in hand with the stakeholders to make sure these activations above take place in their areas as requested by the client

Hire venue and Secure permits for the activation to happen

Reporting on project progress to the project manager Submission of the final results of the project to the project coordinator.

**PICTORIAL CV SHOWS EVIDENCE OF WORK DONE IN EACH OF THE
ASSIGNMENT MENTIONED ABOVE**





AGENCY'S EXPERIENCE

REFERENCE

| | |
|---|---|
| NAME OF ASSIGNMENT: Presidential Campaigns Mr.Yoweri Kaguta Museveni | COUNTRY: Uganda |
| ASSIGNMENT LOCATION: Country wide | DURATION OF ASSIGNMENT: Four Months |
| NAME AND CONTACT(EMAIL, TELEPHONE, SKYPE 1) OF CLIENT: National Resistance Movement(NRM) | PROFESSIONAL STAFF PROVIDED BY YOUR ORGANIZATION: LYNN ODUL-Project Coordinator |
| START /END DATE (MONTH/YEAR) November to end of February 2016 | VALUE IN US\$/ EURO/UG shs: 2Billion UG shs |
| NAME OF SENIOR STAFF (PROJECT) ADAM NASSER- Project Manager | DIRECTOR/COORDINATOR, TEAM LEADER) INVOLVED & FUNCTIONS PERFORMED: DIRECTOR-BALAAM BARUGAHARA |
| DETAILED DESCRIPTION OF ACTUAL SERVICES PROVIDED BY YOUR STAFF: BALAAM BARUGAHARA-Director <ul style="list-style-type: none">• Formulating and successfully implementing company policy;• Directing strategy towards the profitable growth and operation of the company; | |

Developing strategic operating plans that reflect the longer-term objectives and priorities established

Maintaining an ongoing dialogue with the chairman of the board;

Putting in place adequate operational planning and financial control systems;

Ensuring that the operating objectives and standards of performance are not only understood but owned by the management and other employees

ADAM NASSER

Provide any training that team members need

Communicate clear instructions to team members

Listen to team members' feedback

Work hand in hand with the stakeholders to make sure these activations above take place in their areas as requested by the client

Hire venue and Secure permits for the activation to happen

Reporting on project progress to the project manager Submission of the final results of the project to the project coordinator.

LYNN ODUL-Project Coordinator

Updating the coordinator on the Campaign Progress and Making sure the deliverables are being completed within the baseline time scales as well as within the baseline cost plan

Performance (Value) was put into consideration to make sure the progress is being earned for the expected cost and making sure the net project cash flow is being achieved as the defined expectations

Made sure the required Safety, Health & Environmental standards are being achieved and all required statutory and regulatory conditions are being met

She always made regular and timely reporting of project progress to the Client

She always managed changes to the project without unduly affecting the stated objectives and benefits

**PICTORIAL CV SHOWS EVIDENCE OF WORK DONE IN EACH OF THE
ASSIGNMENT MENTIONED ABOVE**



Team Balaam and The Development Analyst on stage

ANNEX 3: CAPABILITY STATEMENT



THE DEVELOPMENT ANALYST LTD-INTERNATIONAL

PROFESSIONAL EXCELLENCE
FOR ALL YOUR BUSINESS, COMMUNICATIONS, MANAGEMENT AND MONITORING AND
EVALUATION SOLUTIONS

Contact us

Suite 2, Makerere University Guild Canteen

P.O BOX 26162, KAMPALA,

UGANDA TEL. +256--

78369829/0700369829(M)

Email;

director@devanalyst.com/info@devanalyst.com

Website; www.devanalyst.com

Vision: To be the preferred One-Stop Shop provider for Organizational Development, Governance, Capacity building, Public Relations, Communication, and Monitoring and Evaluation Solutions

Mission: "*Delivering Professional, results-oriented consultancy excellent in Organizational Development, Good Governance, Strategic and Development Communications, Management, Public relations, Impact Evaluation, Media relations, Rural/Community Development and Capacity Building*"

2010(Revised Oct. 2013)

Who we are

1 THE DEVELOPMENT ANALYST LTD-INTERNATIONAL is a leading Strategic Management, Governance, Development Communications, Public Relations and Marketing and Monitoring and Evaluation consultancy firm in the region with offices in Uganda, Kenya, South Sudan and Rwanda, with a reputation for delivering quality ‘**alternative**’ marketing solutions to clients in Government, the Private and NGO sectors. Today, **THE DEVELOPMENT ANALYST LTD-INTERNATIONAL** boasts of over 50 Communication and Creative experts available for any of the fully established operation in Kampala, on Equatorial Hotel, Suite 125-126(<http://www.devanalyst.com>) and housed by VACID

Africa(<http://www.vacidafrica.or.ke>)at City Square, Nairobi-Kenya 3rd Floor, LAP Trust House, Haile Selassie Avenue. The team has capability and capacity to do handle any assignment of any size and in any region. The pool of associate experts is derives from the best from all over the world from Europe, Australia, Canada, USA, India, South Africa and Western Africa.

The Development Analyst Ltd is an international organization providing a wide range of consultancy services to several clients in the Private Sector, Governments and International Development Agencies.

It has a **Strategic Development Communication and Management Centre (SDCM)** that conducts trainings, abroad study programs and technical support in various fields in conjunction with institutes within and outside Africa (see appendix 1). The Communication Planning and Research unit produces quality research for a range of clients, including academics, the government, non-profit organizations, and businesses. The Centre is a unit of the School of Journalism and Communication, and communication experts are available to help with research endeavours in a wide variety of content areas. The goals of the unit are as follows:

1. To conduct trans-disciplinary, systematic, and innovative research of media and society.
2. To understand the interplay of journalism, media, culture, citizens, communication technology, and democracy.
3. To serve as an independent opinion research group that studies attitudes toward the press, politics, and social issues.
4. To serve as a forum for ideas and an important information resource for policymakers, journalists, scholars, media industries, and public interest organizations through public opinion research.

We focus on sectors like: Good Governance& democracy, Institutional Development, Capacity building, Strategic and Development Communication, Organizational Assessment and

Development, Governance, Political Monitoring, and Resource mobilization. Our core competences also cover; Public Relations, Rural Development, Civil Society & NGOs, Education, Energy, Food Security, Gender, Health, Humanitarian Aid

& Emergency, Micro-finance, Poverty Reduction, Procurement, Social Development, Trade, Youth, Monitoring & Evaluation. Besides, we also offer services in Resource mobilization, Information & Communication Technology, Communication and Media Agency for Funding agencies and their portfolio.

We have worked with Melinda and Bill Gates Foundation, World Bank Group, IDRC, IFAD, EU, DANIDA, AfDB, AusAid, EBRD, European Commission, EIB, IADB, UNDP, FAO, UNICEF, UNAIDS,

EAC, International Agroforestry Centre, CABI Nairobi, Association for strengthening Agricultural Research in East and Central Africa, Ministry of Agriculture, Animal Industry & Fisheries (MAAIF) and others.

Since its inception, The Development Analyst-International's management has focused on attracting high quality, professional employees and providing both a challenging and exciting work environment that allows for creativity, professional growth and opportunity. We carefully select and employ those individuals that share our passion for our work and dedication and commitment to excellence. Our Guiding Principles summarize our priorities and corporate philosophy.

- We are committed to professional excellence by maintaining the highest standards of ethical practices and professional integrity
- We are committed to taking on big challenges and finding creative ways to solve complex problems
- We are committed to exceeding our customers' expectations for quality and responsiveness by delivering on-time and within budget
- We are committed to creating a working environment that fosters innovation and creativity that encourages and rewards the entrepreneurial spirit
- We are committed to technical objectivity and will look beyond the walls of our company to provide the best possible solution for our clients
- We are committed to rewarding hard work, passion for our clients and excellence in our deliverables; we promote from within and seek to hire the best and brightest employees
- We are committed to technology innovation and market diversification to maintain a competitive advantage in the marketplace and deliver value to our stakeholders

Consultancy

At The Development Analyst Ltd, we offer integrated advisory and consulting services to companies, institutions and governments, development partners. We provide our clients with strategic policies and operating processes and provide international advisory services on:

- Organizational Development, Governance, Growth and Poverty Reduction, Rural and

Agricultural Development, Health Systems Strengthening, Water and Sanitation, Monitoring and Impact Evaluation, Communication, Media and Outreach Strategies.

- Tactical Communications Services (TCS) covering the following areas; Implementation of Communication Strategies and Public Awareness Campaigns, Design and Production of Information, Education and Communication materials, Product Education and Awareness Campaigns, Experiential, and an interactive program for social marketing, Public and Media Relations and Event Planning and Management
- Design and Management of interactive websites
- Gender integration, Monitoring and Evaluation, Training and Capacity building, and Communications and Knowledge Management.

These have been applied in a variety of sectors including economic growth, democracy and governance, infrastructure and natural resource management, health and education. We also have experience in Business and private sector development, change management in organizations and drawing up policies and strategies

All applied in a variety of sectors including Rural development, Agriculture, Health, Water and Environment, Economic growth, Democracy and Governance, Infrastructure and Natural Resource management, Climate change and Education

Capacitating

The Development Analyst Ltd has a comprehensive **experience** in training and in know-how transference within the field of Organizational Development, Governance, Communication, Public Relations and Outreach Campaigns, Information and Communication Strategies, Organizational and Change management, Project Development and management, Monitoring, Documentation and Impact Evaluation, Knowledge Management and Private Sector Development. This background allows us to constantly perfect the working methods we use in workshops and seminars, in such a way that they constitute a clear added value. The Detailed Training programme (See Attached Appendix A)

Our training services follow these basic principles:

- Simple concepts, neatly expressed.
- Practical and interactive teaching.
- Logical approaches.
- Analysis of real cases.
- Debates, tests and questions.
- To provide the participants a "tool box"

Technical Assistance

The Development Analyst Ltd actively works in providing technical assistance to emerging and developing countries in all phases of the project cycle.

- Organizational Development,
- Governance
- Agriculture, Food, Nutrition
- Communication Research and Planning
- Development, Execution and Monitoring and Impact evaluation of Strategic Development and Project Communication programmes.
- Planning and Execution of Public and Media Relations
- Media Research, Planning and Execution
- Policy advocacy
- Social Mobilization and Advocacy
- Media Engagement
- Placement and Advertising in Development Analyst regional Publication
- Develop and production of Information Education Communication (IEC) materials
- Design and Management of Interactive Websites
- Development & Implementation Information and Knowledge Management Strategies
- Monitoring, Documentation and Impact Evaluation
- Identification and design of programmes and projects
- Technical and financial implementation of projects and programmes
- Management and running of project management units
- Management of 'framework contracts'
- Intermediate and final evaluation and monitoring
- Change management in organizations
- Drawing up policies and strategies

Studies and Research

The Development Analyst Ltd conducts assessment and research to determine baseline statistics, customer satisfaction surveys, and Knowledge, Attitude and Practices Assessment, organizational assessments, political monitoring, documentation and impact studies, as well as developing as a support tool for our clients. In elaborating studies, The Development Analyst Ltd applies the following principles:

- Precision in the analysis, applying acknowledged methodologies
- Focus on obtaining added value, including conclusions and practical recommendations
- Quality of the final deliverables: studies with useful contents that are easy to comprehend

Project Evaluation

The Development Analyst Ltd is a specialist in evaluating and monitoring programmes and projects for aiding development. It uses widely verified methodologies that are employed by the main international donors, focusing on relevance, efficacy, efficiency, sustainability and impact.

- Baseline formulation and feasibility studies
- Inventorisation, stock taking
- Organizational Assessments
- Intermediate evaluation
- Project monitoring and follow-up
- Final evaluation

Institutional

Strengthening

The Development Analyst Ltd provides assistance for the establishment and development of public and private institutions aimed at fostering economic and social development.

- Organizational Development services
- Capacity Building service
- Governance Monitoring
- Strategic advisory services
- Policy and Advocacy /communication services
- Organisation and structure
- Design and start-up of products and services
- Financing
- Hiring and training of personnel
- Operating systems and processes
- Comparative analyses and benchmarking
- Performance

evaluation

Project

Management

The Development Analyst Ltd has extensive experience in the integrated management of local, national and international projects. Our experience includes the management of complex and multi-country projects with multiple beneficiaries. The Development Analyst Ltd professionals have

an in-depth understanding of the procedures of the main international donors (EU, World Bank, etc.).

- Establishment and management of 'Project Management Units'

- Management of 'framework contracts'
- Grant programmes and competitiveness funds
- Budget support
- Outsourcing of business support services

What we do

Range of Products and Services

Our approach recognizes the fact that each Client's needs are different. We therefore tailor solutions to meet specific client's needs. What makes our approach stand out is that we do- *not operate as passive solution providers*- but take active involvement in the projects we handle.

'We believe that sensitizing the people in their local settings and having them try out the very products onto which these sensitizations programs are based is the best way to demonstrate value and cause positive behavioural change.'

Summary of Products and Services

| Services | Products |
|--|---|
| <ul style="list-style-type: none">⊕ Assessment using score cards⊕ Organizational Assessment and Capacity Building⊕ Institutional Building⊕ GovernanceMonitoring⊕ Political Monitoring/Audit ⊕ Impact & Evaluation⊕ Design and Implementation of Communication/ advocacy Strategies⊕ Communication Baseline Surveys ⊕ Customer Satisfaction Survey⊕ Employee Satisfaction Surveys ⊕Communication/PR Audits⊕ Media Relations⊕ Editorial Consultancy – Writing, Translation, Editing etc.⊕ Print and Multimedia Design and | <ul style="list-style-type: none">⊕ Assessment reports⊕ Customized Capacity Building Plans⊕ Structured & Experiential Training Mentoring programs⊕ Coaching & Apprenticeship⊕ Communication Strategy & Implementation Plans⊕ Advertising Concepts⊕ Policy Advocacy & Promotional materials; flyers, brochures, profiles, banners etc...⊕ Annual Reports ⊕ Newsletters⊕ Calendars & Diaries ⊕ Corporate Websites ⊕ Corporate CD-ROMs |

| | |
|---|--|
| Production  Advertising |  Promotional Gift |
|  Training in sales, customer services, media relations etc... | Items  Supplement |
| Event Planning and Management | Designs |

Corporate Power Point

Our Sector Specific Expertise

Organizational Development Consultancy

We offer various Organizational Development services including development. We provide a systematic approach to identification of capacity gaps, setting priorities, developing a capacity building plan which defines monitoring and evaluation indicators, execution and complying the quality measures. Depending on organizational needs the Capacity Building implementation process takes seven major steps and duration may be determined by several factors; organizational nature, culture, environment, level of development, structures and capacity of its leadership. The seven steps include:

1. Organizational Capacity Assessment (OCA)
2. Prioritization
3. Customized Capacity Building plan
4. Execution
5. Quality Management
6. M&E
7. Wean off or restarting the process

Governance Accountability

We offer various Governance services including political monitoring. We gather and communicate accurate and action-oriented development and human rights information globally. We develop policy advocacy strategies and plans for various campaigns. We campaign for meaningful policy, development and human rights change; enable effective human rights activism and work to persuade governments and other actors to uphold universal human rights standards, rule of law and promote genuine democracy. We provide strategic leadership, support and advice to different government on Governance issues (Consultancies undertaken for details).

Public Relations Consultancy

We offers various communication and public relations support services including development and implementation of communication strategy, public awareness campaigns, organization of

press conferences and other media events, development, planning, implementation and review of company public relations/media programs, media relations, public relations training for corporate clients and sourcing of

specialized media services on behalf of corporate clients.

Our experience in this respect includes working with governments, donor funded authorities and private sector companies to design and implement public awareness campaigns at national and regional level. Under PR consulting Services we offer the following areas of expertise:-

1. Development Communications/PR

Engaging the media as a partner in development is one of the most effective ways in which Development Workers, Non-Governmental Organizations (NGOs) and the Donor community can reach their target audiences. While many of those in development work voice their frustration at the general lack of prominence given to development news, the media on the other hand often view development news as boring. The real challenge for development workers, therefore, is to package development news so as to make it newsworthy.

We also deliver the following products specifically targeted at the development community: -

- Designing and implementing community-level communication strategies for NGOs and other stakeholders in the world of development.
- Assisting NGOs and other stakeholders in developing effective media relations strategies.
- Production of various communication tools including brochures, annual reports and newsletters. Conducting impact and baseline surveys for various behavioural change communications campaigns.

2. Public Affairs/Government Communications/PR

In the management of public affairs, good policy is vital but not sufficient on its own. Successful programs the world over, have relied on the ability of policy makers to sell their programs to the major stakeholders. Today, effective communication is a necessary perquisite for successful policy making. Important health sector reforms may fail if no effort is made to cultivate public awareness and understanding. Improved governance requires popular support; environmental protection may not succeed if local communities are not involved as partners. We recognize these facts only too well.

Our public affairs/government communications practice seeks to help government departments design effective communication strategies that ensure that well intended policy measures are perceived as such by the public. Through a network comprising both in-house and external specialists – researchers, analysts, counsellors, lobbyists and media practitioners – we assist our clients (*in and outside government*) to create an environment in which policy making can thrive to

the benefit of all key stakeholders:

- Designing and implementing policy communication strategies for government ministries and departments.
- Communication audits for government departments.
- Public policy advocacy on behalf of corporate and non-governmental pressure groups.

- ✚ Public Relations training and counselling.

3. Health Communications/PR

Health communications is a growing area of communications. We are one of the very few players in this sector. We have worked with some of the leading players in the health sector to design effective public health communication initiatives. Under our health communications practice, we can assist players in the health sectors to:

- ✚ Design and implement health communication strategy for UNICEF Nigeria (1999-2012)
- ✚ Design and implement health communication for behaviour change both at national and community level using both community based tools and mass media for Malaria Control Programme.
- ✚ Develop effective Information, Education and Communication (IEC) materials.

4. Financial and Corporate Communications/PR

Faced with an increasingly competitive and contextually regional environment, firms in Uganda and the rest of the East African region has to re-evaluate their business strategies. How can they grow their business whilst retaining margins? How do they adopt to the reality of one East African market? How can they create new customers, cut costs, and stave off competitors in what is increasingly becoming a regional market?

On the other hand, many companies are increasingly looking to the capital markets to raise funds for expansion and further investment. Whether through an Initial Public Offer (IPO) or through private placements, The Development Analyst has the experience to help you manage through such an event.

Our financial services and corporate communications practice builds on over five years of catering to clients in these sectors. Bringing together a team of experienced staff, The Development Analyst is able to support clients in this area through a whole range of communications requirements. Some of the work assignments that we handle include:-

- ✚ Handling listings (both private and public share offers) and other transactional communications work required for a successful listing's communications campaigns.
- ✚ Providing ongoing strategic communications support for companies that are already listed – from handling AGMs, media relations to maintaining investor confidence and

producing Annual Reports.

- Corporate Profile and Brand building PR activities, events and campaigns.

- Editorial, Production, Conceptualization, Design and Production for both print and multimedia- based formats.

- ⊕ Sponsorship advice
- ⊕ Training in customer service, sales and marketing, communication skills etc...
- ⊕ Research - Customer Satisfaction Surveys, Communication Baseline Studies,
- ⊕ Audience Surveys etc...



Women lining up to Bank of Kigali

Specialized Services

Media Buying

The Development Analyst handles the placement of all media advertising on behalf of clients at no extra cost. Under specialized services we offer the following:

- ⊕ Origination of media program in both electronic (radio and TV) and print
 - ⊕ media Origination (Design) of all your advertising material at subsidized rates.
 - ⊕ Better Advertising Rates - Our experienced media buyers are able to negotiate better rates for clients.
 - ⊕ Smarter Buying Options - Because we track the media both for impact and cost, we are able to recommend to clients cost-effective ways to use their ad-spend.
 - ⊕ Streamlined accounts settlement procedure - Clients do not have to deal with numerous individual media. Vantage Communications receives all bills, crosschecks them for completeness and submits one bill to the client for settlement at regular pre-agreed intervals.

Production of Communications Tools and Related Consultancy

For companies producing various publications, The Development Analyst provides various production consulting services including research, conceptualization, filming, editorial and writing

services, photography, compilation, translation, design, layout and printing. Depending on the client's needs, we are able to commission, video production, radio program, experienced writers, photographers, and designers to

research and write complete works. Our staff can edit and enhance drafts prepared by a client, obtain the right photographs, and oversee the design and production of various tools including VCD/DVD, CD ROMs, print materials like brochures, flyers, poster, Billboards, annual reports and newsletters to mention a few. We can also guide you on the best paper to use, the printing inks to demand from your printer etc.

Our design unit is also able to produce corporate. VCD, CD-ROMs and Websites. Examples of recent multimedia products include www.africab2b.net and our own www.vantage.co.ug

Business Support Services

The Development Analyst has set up a business support service to cater mainly for businesses that are looking to develop supply relationships internationally.

Our business support services attempt to reduce transaction costs, improve learning processes and build the capacity of local entrepreneurs to export competitively to international markets. We offer a special support service for international visitors coming to Uganda for business or related purposes.

a) For International Business People

- Business Liaison Support services for foreign buyers looking to develop business contacts in Uganda.
- Arranging itineraries, airport transfers, and in-country transportation and hotel bookings for foreign buyers on prospective visits to Uganda.
- Securing appointments with key political and business leaders in line with objectives of the visit. Product Research
- Supplier Linkages

b) For Local Businesses

- Export Marketing Strategy and Promotion for SMEs
- Meet the Buyer Events
- Arranging for and organizing business presentations and other special events
- Market & Product Research
- Market Linkages

Event Planning and Management and Hire of Exhibition Furniture and Equipment

The Development Analyst has established a reputation as one of Uganda's leading Event Managers. Besides managing clients' events, we also hire out exhibition shell schemes and furniture as well as various corporate presentation accessories including LCD Projectors, Flip Charts and Flip Chart Stands, Public Address Systems, Laptops, TV sets, Video Decks, DVD Players etc.

Some of the events that have been handled by the firm in recent years include: -

-  The 5th Anniversary for Uganda Communications
-  Commission The Annual Employer of the Year Awards
-  (2001 and 2002) The Business Journalism Awards
- (2003)
-  The Uganda Business to Business Exhibition (2003 and
-  2004) The Ideal Home Show (2003)

The Development Analyst provides complete event support services for clients holding exhibitions, conferences, seminars, product launches and anniversaries. We offer a range of services designed to help companies make their events more rewarding. As part of our exhibition support services, we can also manage entire exhibitions or events on behalf of the client right from planning the event to following up sales leads generated by a particular exhibition. In short, we work with clients to ensure that their trade shows are as effective and productive as possible.

Supply of Promotional Gift Items

The Development Analyst is one of Uganda's leading suppliers of quality promotional gift items at competitive prices. Whether its diaries, key chains, ball pens, calendars, or t-shirts, we are able to customize hundreds of items to suit your needs. We supply products that are suitable for every type of manufacturing, corporate or professional organization, and also for clubs and associations to help promote and market their products and services. Our items are also ideal as corporate giveaways at company seminars and conferences, and also as items for resale at fundraising ceremonies.

List of some of our recent clients:

Public Sector

- United Nations Development Programme (UNDP)-Uganda
- African Development Bank and assisted project namely: North –West Agricultural Programme,
- World Bank Assisted projects namely: Northern Uganda Social action Plan (NUSAf1)
- European Union Assisted projects
- IFAD assisted projects
- Business Environment Strengthening for Tanzania (BEST)
- Capital Markets Authority
- Election Commission, Uganda
- Electoral Support Unit- DANIDA
- Energy for Rural Transformation (BUDS-ERT)
- Project, Kampala City Council Authority
- Kampala Urban SanitationProgram (KUSP)
- Makerere University- Department of Mass
- Communication Mortgage Association of Uganda (MAU)
- East African Community-Arusha
- Lake Victoria Environment Management
- Project(LVEMP) Lake Victoria Basin Commission(LVBC)
- Lake Victoria Regional Local Authorities Cooperation(LVRLAC)
- Ministry of Finance, Planning and Economic Development, Privatization Unit, Kampala, Uganda
- Ministry of Health- MOST Project (USAID) funded
- Ministry of Higher Education, Science and Technology, Tanzania
- Ministry of Lands, Housing and Urban Development;
- Land information System, Ministry of Lands and Urban Development, IGN France
- MUKURABITA; Formalization of Lands and Property rights in Tanzania
- National Malaria Control Program Tanzania,
- (NMCP) Rwanda Development Board
- Rwanda Information Technology
- Authority Rwanda Revenue Authority
- The National Road Funds
- Uganda Bureau of Statistics (UBOS)

-  Uganda Investment Authority
-  Uganda Revenue Authority; Integrity Enhancement Program
-  Uganda Road Fund (URF)
-  Uganda Science and Technology

Corporate Sector

-  AIG Uganda

-  AT Uganda
-  Bank of Kigali IPO
-  Barclays Bank
-  Eco bank
-  BAT Uganda
-  British Council, Uganda
-  Caltex Oil Uganda
-  Limited CDC Capital
-  Partners, UK DFCU Group
-  Eskom (U) Ltd
-  IGN France
-  MTN Uganda Limited
-  National Insurance Company; IPO Marketing
-  Qatar Airways
-  Standard Chartered Bank Uganda Ltd

Projects

-
- GAIN Food Fortification Campaign (Min of Health)

-  Private Sector foundation/BUDS (IDA funded program)
-  Private Sector Foundation Uganda- Business Plan Competition (IDA Funded)
-  Kampala Infrastructure and Institutional Development (KIIDP); sub contract Shapira Planners
- Land Information System (LIS) Min of Lands and Urban Development; sub contract to IGN France



NGO and Internal Organizations

-
-  AED Support to AFFANET

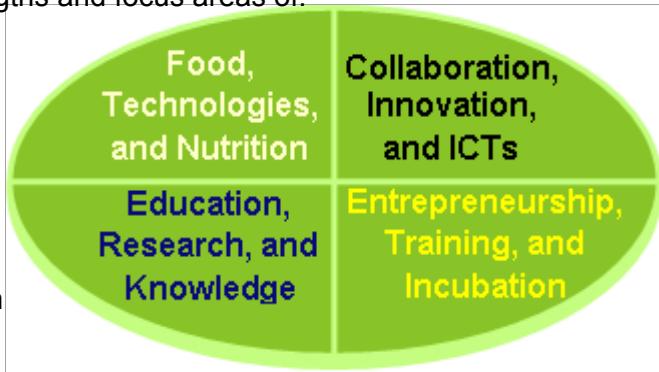
-  Federation of Uganda Employers

Our Partners

We are a collaborative social enterprise organization. We work with governments and development-based organizations, which pay for our time to support communities.

We identify our partners on the basis of the convergence of their focus with ours. We have found partners who support our work in the components of our collaborative business model shown above and which are guided by our core strengths and focus areas of:

1. Agriculture, Food, Technologies, and Nutrition
2. Collaboration, Innovation, and ICTs
3. Communication, Education, Research, and Knowledge
4. Entrepreneurship, Training, and Incubation



Our methodology is to use the value chains as the Components of Our Collaborative Business Model basis of identifying opportunities and hence benefits to all stakeholders in our programmes.

We link with partners who add value to what we do with our value chain engagements. Our current portfolio of partners is aligned to the various components listed above against which we list partners in table below:

| Component | Partner(s) ² |
|---|---|
| Agriculture, Research, Extension | VACID Africa, GoK(Agribusiness, Fisheries), Kimathi University College, KAPAP, CIAT/TSBF, KIRDI, UNIDO, Sokone University, Tanzania; School of Agriculture and Environment, Makerere University, National Agricultural Research Organisation (NARO) |
| Education, Food, Technologies, and Nutrition | Octagon Data Systems, WillPower Enterprise Development Ltd, Applied Data Logix, Cisco Entrepreneur Institute, Telecetnre.org, KenTel, Microsoft, |
| Collaboration, Innovation, and ICTs | University of Thailand, Development Communication Centre, College of Development Communication, University of Philippines, Los Banos and Diliman, Vantage Communication Group, Natural Resource Institute-UK, Narok University College, Baraka College, Kenyatta University, Kimathi University |
| Development | |
| Communication, Education, and Innovation, and Knowledge | |

College, VACID Africa Institute, Cisco Entrepreneur
Institute,

2 Dated 20th December 2011

| | |
|--|--|
| | Telecetnre.org Foundation, KenTel, Microsoft, Wikispaces Rural Agriculture Initiative |
| Entrepreneurship, Training, and Incubation | Telecetnre.org Foundation, Yes Youth Can – Western, Cisco Entrepreneur Institute, Winrock International, SSG Advisors, |

Moneval Solutions Ltd (UK)

Moneval Solutions is an International firm (www.moneval-solutions) with expertise located in numerous parts of Europe, North America, Asia, West Africa, east Africa and the Balkans. It provides numerous technical areas including; monitoring & evaluation, economic development, policy analysis and formulation, strategy development, studies, programme and project design and formulation. In addition, their skill set covers areas including rural development, SME Development, agro-industry and agro-business, business planning, institutional strengthening, banking and financial institutional assessments and change, natural resource development (e.g. agriculture, fisheries, livestock, and forestry).

Moneval Solutions boasts of a multidisciplinary expert team with diverse academic background and vast experience gathered through working with reputable agencies nationally and internationally

Moneval Solutions Ltd directors have worked in over 60 countries combined, covering Africa, Asia, Pacific, Latin America and the Caribbean as well as the Balkans, Central Asia and Eastern Europe. The Company has a team of over 15 highly experienced monitors who are economists, project designers, social development and other sector specialists all with an interest and passion, for improved performance, increased impact, transparency and responsible social and economic investment. Their profiles are summarized on our company website (www.moneval-solutions.com) under the section “Our Experts”.

Moneval Solutions Headquarters, Address 2 Waddenhall, Cottages, Petham, Kent, CT4 5PX, United Kingdom, Email: info@moneval-solutions.com; Phone: +44 77 57 85 00 27; Web: www.moneval-solutions.com

Moneval Solutions Headquarters is housed in The Development Analyst International Office in Uganda; Address In Uganda: P.O.Box 26162, Kampala; Tel. +256-785369829/0700369829 (M); +256- 02000903992 (O); **E-mail:** ocilaje@gmail.com/director@devanalyst.com

Other Partners:

The Other Partners include: Cardino Emerging Markets (UK), National Research Institute (UK), International Communication & management Centre, Thailand University, College of Development Communication, University of Philippine Los Banos, University of Miami, School of Communication (USA), University of Queensland, School of Communication and Social Change (Australia) ; International Rice Research Institute(IRRI), Training Centre(Philippines), Kabayolo Agricultural Research Centre(KARC), Makerere University, National Agricultural Research Organisation

(NARO), Pricewaterhousecoopers Limited(PWC), Socio Economic Data Centre, Makerere University, Kampala, Uganda Charter.

ABOUT DEVELOPMENT ANALYST INTERNATIONAL STRUCTURE

The Development Analyst International was set up by three Directors, each with extensive experience covering the fields of Development Communication, public relations, media relations, Opinion research, development management and knowledge management. Besides, the Directors also have extensive experience in monitoring, evaluation, economic development, policy formulation, project and programme delivery and technology solutions.

The experience gained from working for national and international institutions, bodies and corporate organizations in the field and at headquarters led them to strive to develop an approach that would improve the performance of project and programme implementation.

The Development Analyst International directors have worked in over 20 countries combined, covering Africa, Asia, Pacific, Latin America as well as Central Asia and Eastern Europe.

The Company has a team of over 15 highly experienced monitors who are economists, project designers, social development and other sector specialists all with an interest and passion, for improved performance, increased impact, transparency and responsible social and economic investment.

The Development Analyst Ltd and sister Company, Michael & Company Enterprise, has also about Fifty (50) associate experts world-wide representing a wide range of specializations. They include, among others, Development Communication, Media Relations, Publishing, Agronomists, Foresters, Economists, Agricultural Economists, Animal Production Experts, Business Management Experts, Engineers, Veterinarians, Sociologists, Gender and Youth Experts, Lawyers, Management Specialists, Environmental Experts, Financial Analysts, Education and Training Experts, Farm Management Specialists, Medical and Health Experts, Food Technologists, and Fisheries Specialists. Their qualifications and experiences are summarized below:

Prof Barnabas Ocalá

Education Management Specialist

Degrees:1956 – 1961: Makerere

University B.A., Dipped (E.A.)

1961 - 1962:Teachers College, Columbia University

Prof Barnabas is Senior Director and Consultant. He has accomplished assignments that include, among others; worked as lecturer for over 30 years in Uganda, Kenya, Zambia and Lesotho. He has worked as consultant in the areas: Editor and Technical Writer, Early Childhood Care and Development, Evaluation of Rockefeller Foundation

M.A. (Developmental Psychology)

1969 - 1971: Teachers College, Columbia

Education Programmes.

He is professor emeritus with University of Nairobi and Lesotho.

University, PhD in Eddy.

Hugh Bagnall-Oakeley(PhD)
Agronomist/Natural Resource Management
Expert

ICRA(International Centre for development oriented research in agriculture) 1992; Certificate of Development Oriented Research in Agriculture; MSc Tropical and Sub-Tropical Horticulture and Crop Science; University of London (Wye) 1988 – 1989
BSc. (Hons) Agriculture ,University of Wales (Bangor) 1985 – 1988

Dr. **Hugh Bagnall-Oakeley**is senior associate consultant and focal point person in UK –Eastern Europe. He has accomplished a number of assignments including, among others; agricultural and rural sector review, evaluation farm Income diversification projects, renewable natural resource management, agricultural productivity, Technology uptake and technology up scaling, advisory services, small medium enterprise development, marketing and supply to market chain development. S/he has also work on agricultural knowledge and information's Systems, soil fertility, crop productivity, food security, governance, institutional issues, social and gender issues, among others. He has worked with a number of multi-lateral organization namely: EU, World Bank and AfDB Bank. He also worked as team leader for bilateral agencies assisted projects such as SIDA, DFID, and USAID to name but a few.

Dr. Norrish, Patricia Elizabeth

Development Communications Specialist & Advocacy Specialist
1990 PhD Typography &Graphic Communication (Reading)
19980 BA Hons (2:1) Typography &Graphic Communication (Reading)

Dr. Norrish, Patricia Elizabeth is senior associate consultant and focal point person in UK –Eastern Europe. She has accomplished a number of assignments including, among others;

- 2002; Development of Communication Strategy for Client Oriented Research and Development Project, National Agricultural Research Organization (NARO) Funded by DFID.
- 2000-1; Study of the impact of selected Natural Resources System Programme (NRSP) project communication activities and media products, NRS funded by DFID
- 1997-2000; Improving communication strategies for the promotion and dissemination of NR research outputs to intermediate and end-users, DFID funded
- Design and implementation of Communication

Strategies for International funded project in South

Africa, Namibia, Ethiopia, Kenya, Nigeria, Ghana, Sri Lanka, India and Germany

Mr. Ocilaje Michael

Technical Director/Development
Communication Consultant & Science Editor
BSc. (Hons) Agricultural Extension Makerere
University (1992);
MSc. Development Communication, University
Of the Philippines (1997)
Ph.D. Agricultural Extension & Innovative
Studies, Makerere University-Ongoing

Mr. Ocilaje Michael is the Technical Director and Senior Consultant. Mr. Ocilaje Michael has 20 years' experience in Development Communication, Public relations, Development Management & Knowledge Management Expert. He is the technical director responsible for day to day management of the company programmes in Communication Strategy Development, Implementation and monitoring and evaluation, editing, Technical writing. He has worked with National, Regional and International organization namely; African Development Bank- Tunis and assisted projects, UNICEF, Nigeria, World bank and Assisted project namely; National Agricultural Advisory services, Agricultural Extension Programme. Northern Uganda Social Action Fund (NUSAf) Project, North-west small holder agricultural Development project, African Highland Eco-Region Programme (AHI)-ICRAF, Ministry of Agriculture Animal Industry and Fisheries (MAAIF).

Mr. Ocilaje Michael was involved in the review of th Dissemination &Advocacy Strategy for Uganda Participator Poverty and Advocacy Process (UPPAP) for Ministry of Finance Planning and Economic Development (MFPED), Uganda. In addition, has been involved in Content developmen and editing of ASARECA publications (*for Internet audience*) including proceedings of meetings, technical reports, presentations general information about ASARECA, technologies produced activities, strategic plan, etc.

He has vast experience in Participatory approaches and tools i development Communication and Community development

In his varied professional experience, he has worked as a member of a multi-disciplinary team and supervised and managed assignments involving multi-disciplinary inputs. These include All Stages of the Project Cycle. Mr. Ocilaje M.

is Executive Director

Baron Oron

B.A (Hons) Literature and Theatre MUK, Dip. MDD-MUK, Certificates on Gender Based Violence, Institute Promundo, Brazil

Consultant Ministry of Gender Labor and Social Development Sara Communication Initiative.

Mr. Baron Oron is senior Behavioural Communications Expert

with The Development Analyst. He has worked as trainer BCC HIV/AIDS Integrated Model Districts (AIM) and Program Technical Officer PATH/AYA Uganda. He is currently consultant with Stepping Stones Communication and Relationship Manual Africa Region and Principal Facilitator UNICEF Implementation of Children Statute through Theatre.

UNICEF Facilitator for Theatre Directors Integration of TFD approach in problem solving.

He has worked as facilitator with Red Barna and Action Aid, Theatre Programme and Stepping Stones Communications Manual, consultant NUDIPU Disability Integration Communication Kit, consultant Social Re-integration of demobilized soldiers into civil society Uganda Veterans Assistance Board / UNDP, consultant Plan International - Sanitation and Hygiene improvement project in Mulago II parish and Bwaise.BCC Specialist Population Services International

Mr. Mikenga Sam is one of technical directors and senior consultant for The Development Analyst. He has over 15years' experience in Development Communication Strategy Development communications, media and public relations, fundraising, partnerships building, brand management, Editing, Technical writing. He has worked with National, Regional and International organization namely; INDEPTH Network, New Partnerships for Africa's Development (NEPAD, WWF International, the Global Conservation Organisation, PAMOJA Africa Reflect Network, working in more than 22 countries in Africa, National Agricultural Research Organisation, Uganda, The African Crop Science Society, Makerere University, Uganda, He has also worked with Online Editor with London Nature Publishing Group (Macmillan Publishers), Website design and content development for Uganda National NGO Forum, Content Development and editing of

Association for Strengthening of Agricultural Research in
Eastern and Central Africa (ASARECA) Website and
Training Graphic Design and Desk-top publishing to staff
of Uganda National Curriculum

Development Centre:

Mgrs. Josephine Etima

MSc. Agriculture (Agricultural Economics);
University of Sydney, Australia - 1998;
BSc. Agricultural Economics: Makerere
University, Uganda - 1992

Mr. Etima has worked for over 15 years in monitoring and evaluation, programme management & knowledge Management Expert. S/he worked with World Food Programme of the United Nations Uganda and Ethiopia Offices. She has also worked as Monitoring, Evaluation and Database Manager for Heifer International, Monitoring. S/he has worked principal researcher with Natural Resource Institute, U.K.and COOPIBO-UGANDA Kansanga. She excellent facilitator and researcher

Ms. Emily Arayo

Media Analyst & Journalist
2002-2004 University of Cape South Africa
Masters of Science in Development
Communicati
(Study on Engendering Traditional and Alternative
Med
for Effective Communication in Rural Areas: Case
studi of Soroti, Moyo and Adjumani, Bushenyi and
Muko communities)

Ms. Emily Arayo works as Associate Consultant with

The Development Analyst. She has accomplished assignments that include: Media Liaison officer for International Institute of Tropical Agriculture IITA (Food net Market Information

Service Project; March 2003. She has also worked as

Associate Editor of The Farmers' Voice Newspaper (2004)

In addition, she has worked as Development Communications Officer with Rural Development Media Communications (RUDMEC) (2001-2004),linguistics and Communications Consultant, Makerere University Institute of Languages (2001-2002),Public Relations /Administrative Officer Junazu Uganda Ltd. (Engineering Consultants & Contractors)(2001- 2002)

She has also worked as Communications and Customer Care trainer with Image Inc Uganda LTD. (2001), and producer with Radio Uganda in charge of Gender/Rural and Farm programs (Women, Children and Youth, Farmers) (1998- 2000)

Name: Maria Namigadde

Technical Writer, Bi-lingual Specialist/Reporter,
Conference Interpreter, Translator

Ms.MariaNamigadde is Translator and Consultant Editor for The Development Analyst Magazine. He edit, packages and approves content in English, French, Spanish and German and ensures the availability in both languages (French and English) of the Magazine. He also edit,

Languages: English, French ,Spanish and

German Nationality: Ugandan

proofreads and manage the web site content. From 2002-2008 she has worked as Bi-lingual Communication Specialist in number of National and International Organization for Uganda, Kenya, Tanzania,

Education: Master's Degree Professional Translation and teaching French from marc Bloch University Strasburg, France

France.

From January 2004- Present, he works as sub-editor for The Development Analyst. Also from April 2000 – October 2001, he worked as Translator, Technical Writer, Teacher and proof-reader for Kampala Language Centre.

Name: Joachim Array

Editor, Technical Writer and Bi-lingual

Specialist Languages: English, French and

Spanish

Date of Birth: April 1,
1965 Nationality:
Canadian

Education:

- o 2000-2000
- o George Brown College, Toronto,
Ontario,
Canada
- o Postgraduate certificate (Grade
Report) in Technical Communications
- o 1993-1995
- o Advanced School of Translators and
Interpreters, University of Buea,
Cameroon Diplôme de Traducteur
(M.A. in Translation)
- o 1988-1992
- o University of Calabar, Calabar, Nigeria
B.A. in Languages and Linguistics

Mr. Joachim Array is Consultant Editor for The Development Analyst Magazine. He edit, packages and approves content of the Magazine and ensures the availability in both languages (French and English) of the Magazine. He also edit, proofreads and manage the web site content. From 2003-2006 and , he has worked as Bi-lingual Internet Communication Specialist for Royal Bank of Canada, Mississauga, Ontario, Canada and the Hudson's Bay Company, Scarborough, Ontario, Canada

From January 2000- Present, he works as editor for The Weekly Post, Yaoundé, Cameroon. Also from April 1996 – October 2002, he worked as Translator, Technical Writer and proof-reader for Geac Computer Corporation Limited, Ministry of National Education, Yaoundé, Cameroon and The Herald Newspaper, Yaoundé, Cameroon

He has produced the following Publications:

- 1) Africa's Brain Drain: Is It Reversible?
- 2) Can the African Union Stabilize Africa?
- 3) Africa' Poverty: Who's to Blame?
- 4) Political Inclusion: The Key to Conflict Prevention and Political Stability in Africa
- 5) Law Enforcement and Democracy:
Factors for Economic Development in Cameroon
- 6) Professionalizing Football in Africa: A Step Towards Job Creation and Economic Growth
- 7) Research, Innovation, Technology in Food Production: The Way Out of Africa's Chronic Food

Problem

- 8) Strategic Alliances: The Way to Achieving an Organized Economy in Cameroon
- 9) L'Afrique, Peut-elle éponger sa dette?
- 10) New Deal Government: Two decades After Assessing Cameroon's Commitment to Gender Equity

Mr. Remigio Achia

MSc. Information Technology with Financial & Industrial Mathematics

Dublin city University, republic of Ireland

Sept. 1997-M1y 1998

MA (Development Studies / Communication for Development), University College Dublin, Republic of Ireland. Oct.1993-June 1996

Bachelor of Statistics /plied Economics (Hons), Makerere University, Kampala

Mr. Remigio Achia has accomplished assignments that include: Mr. Remigio Achia has accomplished assignments that include:

- Developed a now, Rolling out / Implementation of the NAADS Strategy
- Developed & Established NAADS Internal Information Management Systems
- Assessed NAADS Information Flow and Management requirements, April 2003
- Contributed to the development of a framework for NAADS Internal Information Management Systems including NAADS Intranet, and also the NAADS Library.
- Developed NAADS Document Repository (naming & filing) system.
- ICT expert for government of Uganda – World Bank Study to find out ways of implementing the Government of Uganda Plan for rural Electrification and co-authored a 93- page report titled: “Energy Sector’s Role and Actions in Facilitating the Implementation of the PMA, November 2001”.
- Conducted comprehensive baseline and agricultural projects reviews and formulations in Uganda for the FAO to establish policy intervention areas, gaps and opportunities. I have also edited various fields’ reports drafted by other researchers; recent ones include Oxfam PRA Reports in 4 Pastoral Communities of Nairamaoi, Watakuu, Kamion and Kiru, kotido District, Karamoja Region.
- Carried out a Diagnostic Study in Uganda on information exchange initiatives among farmer

organizations, research institutions, the World Bank,
private sector and FAO partner organizations operating
in eastern, Central and south-western
Uganda, October 2000. report an available on

- Assisted FAO world Agricultural and Information Centre (WAICENT) Hypermedia Group (a) a develop a functional specification for a standardized website for FAO country Representations around the world (Rome, Italy in February 2001) and (b) developed a prototype website for FAO Uganda that is soon to be launched on the internet.
- Developing information communication and knowledge sharing systems, monitoring and evaluation and information feedback mechanisms in consultation with users and key stakeholders. Examples include FAO VERCON tool, FARMNET and FAO Country website_ (<http://www.fao.org/waicent>)
- Participated in the formulation of the PMA Communication and Sensitization Strategy, 2001 in close cooperation with members of the subcommittee and the PMA Secretariat.
- Design and development of an Information Management System for the Agricultural Research and Information system (ARIS) of the National Agricultural Research Organization – Uganda on secondment from FAO Representation Office in Uganda (1-5 April 2000).

Alexis (Dex) Turrall

Development Communication Specialist
Writer

Full-Time MBA, Bath University (2003-2004)

MSc in Agricultural Extension Systems &

Management, Reading University (1999-2000).

BSc. (Honors) in International Agricultural Business Management, The Royal Agricultural College, Cirencester (1996-1999).

Royal Military Academy, Sandhurst (1992-1993)

Alexis (Dex) Turrall has accomplished assignments & that include; 2002-2003 Technical Assistance for The National Agricultural Advisory Service (NAADS), Uganda to

develop a communications strategy, a Market Information Service (MIS) strategy and assist in the implementation Of an IITA-Food net MIS project.

2003 Overseas Development Institute (ODI)

Consultancy, Indonesia

Coordinated a multidisciplinary communications consultancy

team for the Overseas Development Institute (ODI) in

Indonesia

with the DFID-funded Multi Stakeholder Forestry Programme (MFP) to develop a long-term communications strategy.

2002 WREN Media Consultancy, Uganda

Consulted with WREN media in Uganda to assist RLD DFID in understanding the communication of knowledge to rural communities and its implications on improving Poor livelihoods in the districts of Mukono and Soroti.

2001-2 Communications Officer (APO), Uganda. Worked in Serere near Soroti, Uganda on the NARO/DFID Client-Orientated Agricultural Research and Dissemination (COARD) Project as a DFID funded APO in the Teso and Lango farming systems.

1998 Market Researcher for SvG Intermol (part of ED & F Man), Bristol Gained five months commercial experience with SvG Intermol as part of the university placement scheme, predominantly working from the Bristol office. Developed, researched, analyzed and presented results and business planning ideas on two marketing projects to senior Management.

Elialilia S. Okello

PhD (Cultural Anthropology)

Master of Arts (Sociology and Anthropology)

Bachelor of Arts in Sociology

He has over ten years of experience sociology and research methods. He has worked as Impact Expert for end term evaluation survey for the Raising Awareness, Knowledge and Understanding of Sexual and Reproductive Rights Project in Uganda: RHU/DFID CSUP. He has also worked Qualitative analyst in Baseline Study of the Norwegian People's Aid (NPA) Post-conflict Recovery Project in Yirol and Mvolo Counties, South Sudan, Sudan. He has worked as Monitoring and evaluation expert End of project evaluation Kasana Luweero Diocese Project Catholic Relief Services and end of project evaluation Food and Income Security in the five counties of Southern Sudan Action Africa. He has worked as Principal

Investigator in number of projects.

Mr. Basil Tushabe – Social Marketing Expert:

Masters in Demography, PG Dip. In Demography, D B. Management and a BA (Hons) Degree BCC with world Bank/John Hopkins University.

He has over ten years of experience in social marketing, strategic communication and community based public health program planning and implementation. Tushabe facilitated communication strategy development for the multi-sectoral HIV/AIDS Intervention (Uganda AIDS Control Project), facilitated the development of a communication strategy addressing conflict resolution, peace building, psychosocial support and HIV/AIDS (Community Resilience & Dialogue Project), facilitated the development of the adolescent reproductive health strategy for CARE, co-facilitated the development of a National Communication Strategy for Malaria in Uganda, facilitated development of a communication strategy on adolescent reproductive health for Straight Talk Foundation and facilitated development of a Communication Strategy for the road sub-sector. Tushabe is responsible for coordinating research, developing communication strategies and materials. In addition, Tushabe managed the Glaxo Smith Kline programs for malaria community based communication interventions project in 3 districts, and coordinated a Regional gender project “Africa Transformation”.

Mr. Benedict Opolot Adocor- Media Specialist- Print

2002 Institute for the Advancement of Journalism, Johannesburg, SA :One week workshop on New styles of Communication
2001-2002 Makerere University, Kampala, Uganda: Postgraduate Diploma in Computer Science

First Class diploma in Journalism 1995-The Thomson foundation, Cardiff Wales, UK
Advanced Diploma in Journalism

- Since 1993 Chief sub-Editor with New Vision
- 1996-1997 Consultant Editor with the marketplace
- 1995-1998 Retainer editor with the UNDP
- to date Part time book editor with Fountain Publishers
- Publicity and Promotions director, Nakasero SS.
- Translator for Ener Eitena, a sister publication to Straight Talk
- Translator (radio and print) for CMS- Protector Condom Agents

1991-1992 Makerere
University, Kampala, Uganda.

Post-Graduate
Diploma in Education (Lower
Second)

1988-1991: Makerere
university, Kampala, Uganda..
BA (Literature in English,
English Language – upper
second)

David Doya Malinga- Media Specialist- Print Mr. David Doya Malinga is reporter and journalist for The Development Analysts since 2007. He has worked as Business writer for The East African Newspaper,

Nation Group, Rock FM Radio Station, Masco online Internet Newspaper, Nile

2002-2005: Bachelor's Degree
in mass Communication from
maker ere University, Kampala.
He also completed certificate in
Environmental Journalism and
Communication, Certificate in
Public speaking and certificate
in Economic and Business
Journalism

Edeu Steven- Media Specialist-
Electronic Media

2007-2010: Master in Journalism
specializing Banking Finance
and Insurance.

Mr. Edeu Steven is Business reporter for The Development Analysts since 2007. He has worked as Editor of *The Guardian Newspaper*. From August 1999

to May 2005, he worked as Business and Financial Reporter with *The New Vision* Printing and Publishing Company. He was instrumental in the establishment of the first Private Sector Foundation (PSF) Magazine

2001 – 2004; Bachelor's
Degree in Business
Administration (BBA),
specializing in Banking Finance
and Insurance.

1997 – 1998:Diploma in
Journalism

The Uganda Institute of

Business and Media

Ssewalli J. Abraham Media Specialist Mr. Ssewalli J. Abraham is Video and Multi-Media specialist for
Video/Multimedia The Development Analysts since 2007. He has worked producer
2002-03 Diploma in Video an multi-media a number of organizations
production specializing d specialist for
in film production ,namely; Voluntary Effort for Development Concern
(VEDCO), AMREF, Action Aid Uganda, Nutrition and Early

| | |
|---|--|
| 1999-2000 Diploma in Journalism specializing in print media | childhood project (CHILD) by the Ministry of Education and sports, Voluntary Effort for Development Concern (VEDCO) |
| Dry Kate Meadows- Socio-Economic International Consultant | Social Development Consultant on Environmental, Infrastructure, Community and Regional Development, Education and Gender Projects |
| 1994 — 1997 PhD Social Analysis of Post-Apartheid Community Development, University of London, School of Advanced Study, UK | August 2003, Rwanda – Princess of Wales Memorial Foundation, Evaluation of Social and Economic Development Project |
| 1988 - 1989 MSc Environmental Management and Change, University of Cape Town, Department of Geography, South Africa PGCE Thesis on Development Education, University of Oxford, Department of Educational Studies, UK (Geography/Environment) | End of project evaluation; socio-economic and environmental issues impacting on community issues. July 2003, Romania a Public/Private Sector Partnership between the Romania Gov. and GMGC A monitoring and evaluation review of the Social Impact Assessment of a mining project in Romania with particular focus on the resettlement action plan and socio-economic issues of the communities influenced by the mining as well as general regional economic development impacts. Project assessed to meet World Bank and EU standards. |
| 1979 — 1982 BSc (Hons.) Applied Environmental Studies including impacts of Infrastructure development, Social/Human Geography and Natural Resources (including energy) Management | May-June 2003, United Research Services Monitoring and coordinating Iraq Reconstruction and Development for public private sector collaboration. |
| University of Lancaster, Department of Geography, UK | February 2003, UK based for Deloitte/URS response to DFID policy development Research that contributed to the extractive industries and development policy to ensure transparency. The response provided policy recommendations. |
| | <u>January 2003, UK based. A DFID research project – the En/Poverty Series</u> Identification of relationship between poverty, education and infrastructure development particularly electrification in schools in order to improve capacity. |
| | <u>December 2002, Sudan</u> |

Dr. Pascal Odoch*Institutional/Community Development Specialist*

Ph.D. Community Development

(British Columbia)

M.Ed. Adult Education/Community Development (British Columbia)

B.A. (Social Science)

Makerere P.G.Dip.
Community Economic
Development (Simon Fraser)

Dr. Odoch, a Senior Consultant at DCI, and has accomplished several consultancies which include End of Project Evaluation for the Uganda Participatory Poverty Assessment Project (UPPAP); Institutional/Community Development Specialist/Team Leader on the Revision of the Operations Manual for the European Commission Micro projects Programme; NAADS Baseline Study for Mikonos District; African Development Bank Funded Review of the Agriculture and Rural Development Sector Assistance to Uganda; Capacity Building for Minority Women London; and CIDA funded Gravity Water Scheme in Western Uganda. Dr. Odoch has over seven years of progressively increasing responsibility and expertise in both Socio-Economic Development and Human Resource Development/Management Sectors. He is qualified in the areas of Social Equity and Inclusion, Decentralization and Localization, Organization and Methods, Adult, Vocational and Community Education, Child Protection, Community Economic Development and Micro- Finance, and Capacity Building through Knowledge and Skills Training.

Ms. Daisy Owomugasho*Development Economist*

M.A. Development Economics, Dalhousie

B.A. Economics & Agricultural Economics,
Makerere

Ms. Owomugasho has several consultancy experiences key of which include: Team Leader on the Mid-term Evaluation of Plan International Lwero Consultancy; Team Leader, Uganda Participatory Poverty Assessment research teams in Moyo, Kapchorwa and Kumi Districts; Head of Survey team for the Kampala City Council Industrial Land Survey; Part of research team for the Socio-Economic Study for the Western Region of Uganda. Head of a team of professionals carrying out a Rural Finance Study on Possible Ways of Improving the Credit Delivery Systems in Rural Uganda; Consultant on a Study on the Possible Effects and Recommendations on/for the Implementation of the COMESA/PTA Treaty and East African

Cross Border Initiatives on the Ugandan Economy.

Prof. Dr. James Sengendo

Dr. Sengendo is a highly qualified and experienced Social Development Specialist with massive experience in research,

Social Development Specialist

consultancy and administration. He has worked with grass root

Ph.D.- Community Development
(MUK) MA – Soc. Econ. (Sim Fras
Univ. Canada) BA - Sociology (EA)
Diploma in Social Work (EA)

communities as Community Development Specialist and has taught and supervised undergraduate and graduate students for a long time. He was until recently, Dean of the Faculty of Social Sciences at Makerere University, where he is Associate Professor

Eriaku William

Monitoring and Evaluation

Specialist / Statistician

Masters of Business Administration-
(2006) PGD Computer Science (2001

Masters of Management Sciences (PPM-Option)-
Rese Candidate

PGD Project Planning and Management (PPM)
(2003

John Baptist Lwanga

Knowledge Management Specialist/ICT
specialist

2000: Master of Statistics from
Makerere University,
Kampala – Uganda. Major:
Statistical Computing.

1995: Bachelor of Statistics from
Makerere University,
Kampala – Uganda. Major:
Statistical Computing.

1999: Certificate in Geographical
Information System (GIS)
from Institute of Environment
and Natural Resources,
Makerere University.

Mr. Eriaku William is a highly qualified and experienced Statistician and Monitoring and Evaluation specialist with massive experience in evaluation of programmes. He has worked as survey specialist, consultant advisor in management information systems and project management specialist in many organizations.

Mr. John Baptist Lwanga is a highly qualified in Knowledge management and quantitative and qualitative data management, analysis and report writing consultancies. He has accomplished both local and international exposures in scientific research; working with ease in areas of statistics, mathematics, economics and information technology particularly computer programming, Geographical Information Systems (GIS) and Website development using Dreamweaver 4.0. In addition to information technology and statistical consultancies, Mr. John Baptist Lwanga, lectures at Makerere University Institute of Public Health in Computational Epidemiology and Biostatistics at both Bachelors and Masters levels with emphasis on spatial, qualitative and quantitative electronic data management and statistical interpretations.

Other Certificates:

Informatics, Health Economics and Detailed Electronic Data Management, Erasmus Medical Centre, Rotterdam, The Netherlands
SHARED Scientist for Health and Research for Development from The Hague - Netherlands
Second National Programme for Information Analysts from Institute of Computer Science, Makerere University

Second Electronic Networks and Data Communication Workshop from Institute of Computer Science, Makerere University.

In-Country End-Users Programme in Computer Network and Data Communication from Institute of Computer Science, Makerere University.

National Programme of trainers of Information Analysts from Institute of Computer Science, Makerere University.

Mr. Kibombo Richard

Research fellow/Statistician

PhD of Science in Statistics Degree, Department of Statistics & Computer Science, University of Wisconsin, Madison, USA, 2006.

MSc.Masters of Science in Statistics Degree, Department of Statistics & Computer Science, University of Wisconsin, Madison, USA, 1993.

BSc: Bachelor of Statistics Degree, Institute of Statistics and Applied Economics, Makerere University, 1991.

Mr. Kimbobo Richard has accomplished a number of assignments. A few include:

- Jun 02- Feb 07 Project Statistician, Protecting the Next generation: Halting the Spread of HIV/AIDS in Sub-Saharan Africa.
- 2002- 2005 Project Statistician/Co-Investigator, Enhancement of appropriate acute respiratory infection (ARI) management among children by caretakers and community drug providers in Bushenyi District. The project was funded by ARCH.
- Jan. 04– Dec 04 Co-Investigator/Statistician, E-Access and Usage Index Baseline Survey. The clients were Uganda Communications Commission (UCC) and researchICTafrica.net (RIA) with funding from UCC, IDRC

and Open Society Initiative.

- Aug. – Oct 04 Team Leader/Principal Investigator, Assessment of Land Access, the Land Act 1998, Conflicts and Impact on Poverty in Uganda The overall objective of this consultancy was to provide a review of existing literature on land issues, and qualitative evidence on the impact of access to land, policies, and conflicts on poverty in Uganda. The client was World Bank.
- Jun 03- Mar 04 Co-Investigator, Transforming relevant training units of Makerere University in the fields of Crop Agriculture, Animal Production, and Animal health, Forestry, Fisheries and Environmental Sciences into Colleges. The project was funded by Rockefeller Foundation.
- Sep 03- Dec 03 Principal Investigator, End of project evaluation of the Irish Aid District HIV/AIDS Programme.
- Oct 02- Jul 03 Principal Investigator, Focus Group Discussions on Social Cultural Factors Impacting on HIV/AIDS in Uganda. The client was Ministry of Finance, Planning and Economic Development. It was funded by UNDP.
- Jun 02- Feb 03 Principal Investigator, HIV/AIDS Community Needs and Institutional Assessment Study. The client was Uganda AIDS Control Project, Ministry of Health. It was funded by the World Bank.
- 2002 – 2003 Data Manager, Improving the Management of Sexual Maturation at Primary Schools: Information Needs from the Perspective of Ugandan. It was funded through MoE by Rockefeller Foundation.
- 2002 – 2003 Data Manager, Attendance Patterns and Causes of Dropout in Primary Schools in Uganda. It was funded by GoU/World Bank.
- 2001 – 2003 Project Statistician/Co-Investigator, Prevalence and Economic Implications of Joint Land Titling in Uganda. The Project was funded by NORAD

through MoFPED.

- Jun. 00 – Nov. 01 Team Leader/Project Statistician, Pan- African Telecentre Study (Uganda Component). The client was International Development Research Centre (IDRC – Canada).

Mr. Mathias Ofumbi Monitoring & Evaluation Expert

Educational Experience; Master's Degree with Great Distinction (Magna cum laude) in Development Evaluation and Management, University of Antwerp, Belgium (2003)..

MSc Information Systems, Makerere University, 2010;

Honors Degree Bachelor of Arts in social sciences (Sociology and Economics), Makerere University, Kampala Uganda (1993).

Dr. KamaKernigan- Agricultural Economist and Knowledge Management Expert

PhD, (Agribusiness and Entrepreneurship)
Kenyatta University, Kenya (2010-2012)
M.Sc., Agricultural Economics (AICM),
University of Nairobi-Kenya (2009-2010)
Pg. Dip. C. S, Postgraduate Diploma in ICT,
University of Nairobi-Kenya, 1990
B.Sc., Mathematics and ICT, University of Nairobi-
Kenya, 1986-1989

Agnes N Kiragga

2012 PhD Biostatistics and Applied Epidemiology, Makerere University
School of Public Health

2006 Masters in Economic Policy and Planning
Makerere University, Kampala

1999 Bachelor of Statistics
Makerere University, Kampala

Mr. Ofumbi has over 20 years' experience in monitoring & evaluation, impact assessment and knowledge management. He has done over 20 studies and over 50 consultancies. He has worked in number of organization namely; UNRA, Office of Prime Minister, Ministry of Water and environment. He has also worked with World Bank Group, European union and African bank assisted projects

Mr.Kiringai has over 20 years' experience as Agricultural economist, agribusiness advisor and value chain expert, as well as knowledge management expert. He has done over 10 studies and over 20 consultancies in areas in value chain in major crop enterprises, business and financial advisory, as well as knowledge management. He has also worked with USAID, UNIDO, SIDA, World Bank Group, European Union and African Development Bank assisted projects. He is partner director for The Development Analyst International in Kenya.

Ms. Kiringga has over 10 years' experience as biostatistician, data Analyst, as well as epidemiologist. She vast experience in epidemiological analysis survey, longitudinal data analysis, multiple imputation and inverse probability weighting, handling missing data and Computer statistical analysis programs like STATA, EPIINFO, SPSS and SAS, among others.

She has done over 10 studies and over 20 consultancies in areas in

HIV/AIDs, Nutrition, Malaria, Immunization, as well as

Hon. David Pulkol

1985-6: MSc. (Econ), London School of Economics and Political Science, University of London
1981-4: BA (SWSA) Upper Second (Hons), Makerere University, Kampala

knowledge management. He has also worked with Uganda Medical Research Institute, Infectious Research Institute, Uganda, USAID, UNIDO, SIDA, World Bank Group, European Union and African Development Bank assisted projects. S/He is Associate

Consultant for The Development Analyst International. Hon Pulkol has close to Twenty Eight (28) years' of continuous involvement and experience in diverse high level leadership positions in National Security and Intelligence, Cabinet Minister in social sector Ministries, and National Parliament of the Republic of Uganda (GoU) , Deputy Regional Director United Nations Children's fund (UNICEF-D1 Level), Research, Academia and Civil Society Organizations . He has experience in areas of human security and National intelligence coupled with a deeper understanding of the geo-political trends, socio-economic development issues in the Horn, Great Lakes and SADC Sub- regions of Africa. He is also skilled in conflict management and conflict transformation thereby making. He has a vast experience in designing, executing and coordinating assignments grounded on Policy Research, Legislation, Security Sector reforms, enhancing leadership accountability to citizens. He has pioneering work in the design and use of Parliamentary Performance Score card assessment tools aimed at making good, Constitutional provisions of Citizens' fundamental Rights of Access to Information and Strengthening of Citizens' ability to Police their Elected Leaders and holding them to Account

Ongole Winston Churchill

2000-2006: MSC. Managing Rural Change: (University of London- UK).
2000-2001:Higher Diploma in Management: (Wingate Endsleigh Business School; South Africa 1998-1999:Diploma in Project planning and Management: (IMSAT-Uganda):

Mr. Ongole has over 15 years' experience in management of over

10 years in NGO sector. He is skilled on management of humanitarian response activities (including return, resettling & rehabilitation of post conflict IDPs), community based livelihoods programming, food security, water & sanitation (in rural and urban water resource management). He has extensive experience in grant-management, RBA programming with particular extensive

1996/7: Diploma General Agriculture: (Arapai

experiences on child emergency, welfare & development. Policy advocacy on IDPs, minorities based

Agricultural College-, Uganda, East Africa).

programmes (i.e. pastoralists & Ik), throughout project cycles. Further experiences are on designing and implementation of good governance and democracy programmes such as Teso Anticorruption Coalition, Oxfam GB Uganda governance initiative code named-'Uganda Active Citizen Club' in 2007/8. He has coordinated the Citizen Manifesto programme in Karamoja 2011-2016, national civic education, being part of the Parliamentary Scorecard Projects 2006-2010 and Karamoja Local Government Financial Tracking 2006/9.

Ms. Anyakoit Cecilia

1999 -2002: Bachelor of Arts Social Sciences degree Economics and German language Makerere University, Faculty of Social Sciences.

1997 -1998: Uganda Advanced Certificate of Education (UACE), Kalungu Girls Training Centre, Masaka, Uganda.

1993 -1996: Uganda certificate of Education (UCE), Kangole Girls SSS, Moroto, Uganda.

1984 – 1992: Primary Leaving Certificate (PLE), Kataki Primary School, Kataki, Uganda.

Ms. Anyakoit possess ten years' continuous consultancy experience in high level party leadership and administrative positions. She possess an accumulated skill base in areas of strategic Policy development, Advocacy, Women and Youth Program design and oversight, applied research with Africa Leadership Institute (AFLI), Conflict Resolution, Mediation and Negotiations, Communication and Training. She also grounded in gender and youth mainstreaming, research and Appreciative inquiry, party communication. She also has competencies in the art and science of advocacy, lobbying, negotiation, persuasion and social mobilization techniques with requisite skills, in the conceptualization of complex perspectives. She has facilitated training, among others; leadership skills and democracy, campaigns strategy and planning- for political party candidates supported by International Republican Institute (IRI)-Uganda and capacity building for Women councilors in the country under Women Democracy Network (WDN)–Uganda chapter

Mr. Jaochim Ogwoke

2013 to Present: Bachelor of Science in Information Technology ,International School of Business and Technology(Sikkim)

1999-2012:Bachelor's Degree in Forestry, Manipal

Mr. Ogwoke has over 5 years' experience in consultancy as data analyst and software developer. He has also vast experience in management and maintenance of components of the data toolkit for the score card project, use of FOSS (Free and Open Source Software) and technologies, most especially Slack ware Linux, Gentoo, Debian, Fedora and other RedHat derivatives, OpenBSD

University DE
Centre), Makerere University

and FreeBSD among others. He has also vast experience
use of
LOGICS, a Uganda Local Government Management
Information

System. He has worked as Business Developer for Agromans Ltd, Parliamentary Score Card Data Team Leader &Analyst, IT Team Administrator for E-Social LTD, as well as Research Assistant with Africa Leadership Institute

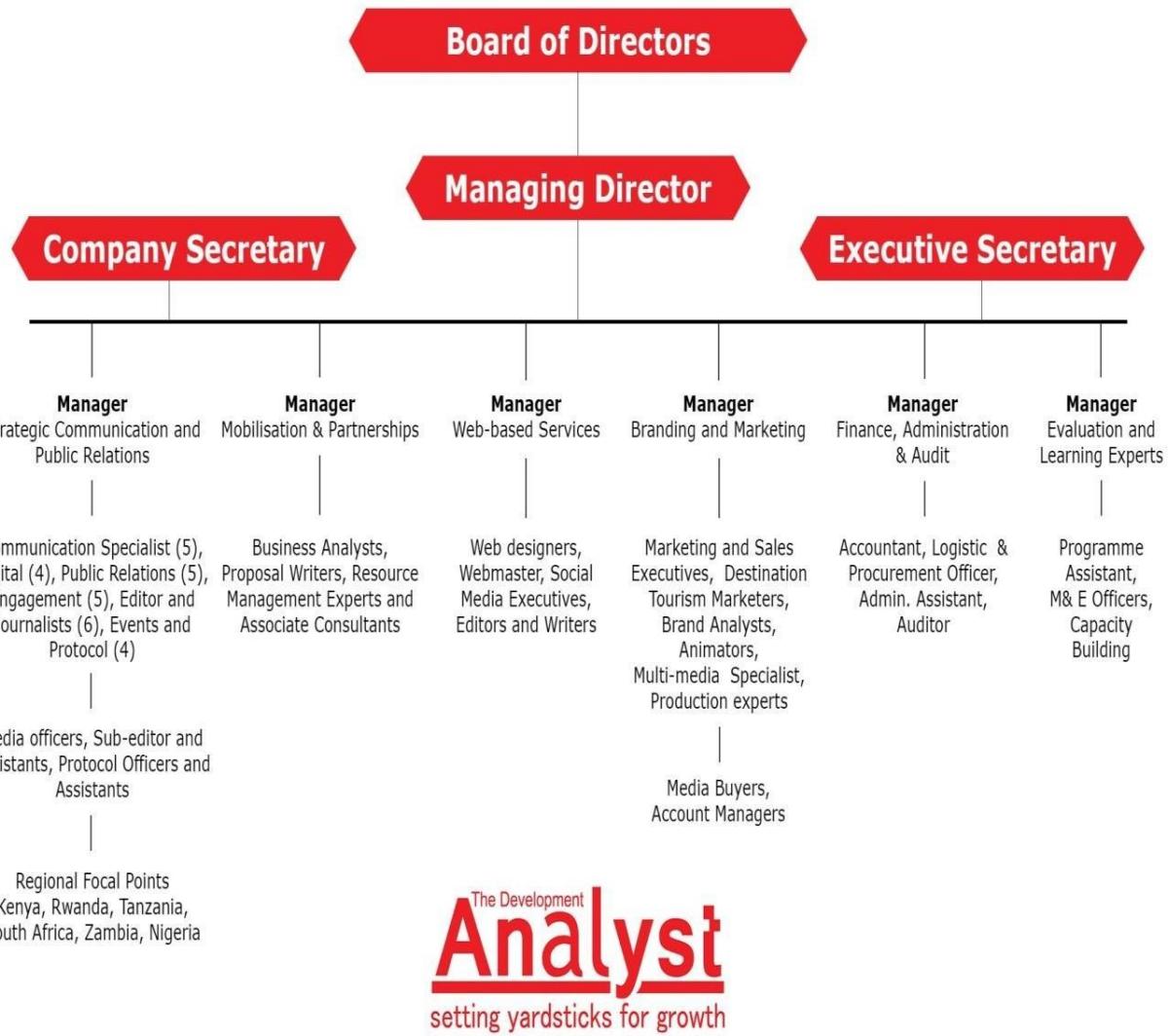
Dr Ramadhan Hizaamu

2010-2014: PhD Organizational Development
Uganda Management Institute
2001-2003: Master of Public Health (MPH),
Makerere University, Institute of
Public Health, Bachelor of
Veterinary
1984-1988:Medicine (BVM), Makerere
University,

Dr Hazaamu has over 15 years' experience in organizational Development, Public health & Monitoring & Evaluation.

Dr. Hizaamu has accumulated a wealth of experience in corporate governance, he served as; Board member Uganda Red Cross society 1992-2000, Chairman Board Regional AIDS Training Network (RATN) 20072010, Board Member Action Group for Health Human Rights and HIV/AIDS (AGHA) 2004-todate
He worked as Executive Director of Hipo Africa. He also worked as a Programmes Coordinator for Traditional & Modern Health Practitioners Together against AIDS and other Diseases (THETA) where he supported programmes coordination, design and implementation, strategic planning, resource mobilization proposal writing, maintaining donor relations, compile organizational reports, representing THETA at the Regional AIDS Training Network activities and developing quality assurance systems for Implementing programs and monitoring and evaluation. While on his MPH programme and HIV&AIDS Fellowship training; he supported the Local Government decentralized systems in the Districts of Mikonos and Jinja, specifically the District Health Offices in the development of the M&E system for AIDS Service Organizations in the district; and capacity building for the District Local Government, local NGOs and CBOs in managing Global fund activities.

THE DEVELOPMENT ANALYST ORGANIZATIONAL CHART



Our Partner Directors'

Professor Barbanas Otaala- Board Chairman &Educational, Institutional & Training Expert

Michael Ocilaje Otai PhD Fellow- Agricultural and Rural Development & Development Communication & Management Expert

Professor Michael Ocaido, Veterinary and Animal Resource

Expert Focal Points Team Members

Ms Josephine Etima-Monitoring and Evaluations Expert-Ethiopia

Sam Mikenga- Communication, Science editor & Media Relations Expert- Focal Point for Nordic Countries

Dr. Kamau Kiringai, Agricultural Economist and Knowledge Management Expert -Focal Point for Kenya/Tanzania& Horn of Africa

Kofi Akosah- Sarpong -Print Journalist/Editor-Focal Point for America (Canada &USA)

Joachim Array- Bi-ligual Specialist, Interpreter and Senior Editor-Focal Point for Magreb countries Opoka Christopher Amanjur - Communications, Public Relations & Trainer - Focal Point for South Sudan/Sudan

Paul Schoen- Monitoring & Evaluation Expert-Focal Point for Eastern Europe

NATIONAL ASSOCIATE CONSULTANTS

Hon. David Pulkol- Political and Governance Expert

Mr. Churchill Ongole- Political and Good Governance Expert

Dr Ramadhan Hizaamu- Health Specialist, M& E and Organizational Development

Specialist Mr.Rwahwire Edward Patrick-Knowledge Management Specialist

Niwagaba Tumwesigye Consolata- Capacity Building & Institutional Strengthening Specialist.

Dr.MWIJUKA Asingwire Bernad-Monitoring & Evaluation

DR.Paul Bukuluki- Medical Anthropology/Behavioural Social Scientist/Gender/Institutional Expert Grace Achiru-Public Relation and Marketing/Business Expert

Dr. Agnes N Kiragga- Biostatistian and

Epidemiologist Dr. Robert Ochai-Public Health Specialist

Dr.Julius Otim-Health Specialist

Mathias ofumbi-Monitoring & Evaluation Expert

Richard Kibombo- Data Analyst/Statistician

Elialilia S. Okello- Sociologist/Community and Institutional Expert

Bart Kakooza- Media Expert-Electronic-Video & Radio Producer

Remigio Achia -Communication and Knowledge Management

Specialist Emily Arayo- Media Specialist –Electronic Media

Andrew Were- Graphic & Multi-Media Specialist

Rose Naggayi Kyeyune-Monitoring & Evaluation expert

INTERNATIONAL ASSOCIATE CONSULTANTS

1. John Cosgrave , (PhD)-Evaluation Impact Specialist
2. Kirigai Kamu, Development & Process Consultant
3. Huini Kabul, Sociologist
4. Absalom Agwona Madiavale- Management Consultant/Trainer
5. Dr Kate Meadows, Social Scientist-Transitional & Conflict Society Stabilization, Social Impact, Social Inclusion, Institution & Civil Society Capacity Building
6. Markus Haacker, Macro-Economist
7. Paul Schoen- Monitoring & Evaluation Expert
8. John Asafu-Adjaye-Agricultural Economist
9. Toriden Chellapermal-Business Analyst
10. Hugh Bagnall-Oakeley-Agronomist
11. Anne Muthoni Githuku-Shongwe- Facilitation & Process Consultation; Strategy & Leadership Development and Policy Development & Knowledge Management
12. Professor Joseph W. Hogan, SC. D.-Biostatistician and Public health Expert
13. Kendra Siekmans, PhD-Health and Nutrition Specialist
14. Julian Gayfer, Monitoring & Evaluation & Institutional Specialist

Appendix 1; THE DEVELOPMENT ANALYST PUBLICATION

The Regional Publication, monthly magazine and investors' guide are dedicated its content to Development Partners, investors, businesses community, Chief Executives, NGOs, Public sector, Legislators, Decision and Policy Makers. Academia, Private sector and government institutions at all levels. It seeks to create and establish a reading culture where various decision-makers and development partners can access material, which is socially, economically and culturally pertinent to them, providing information and enhancing education on a variety of subjects.

Mission: space to share debate and innovate to improve delivery of services by the key implementers, decision-makers and policy-makers to the beneficiaries and general public in Africa

Goals:

- Share lessons, experiences and challenges in governance, development and private sector
- Debate on governance, business, development issues and programmes
- Improve strategic analysis and action by implementers, development partners and private sector
- Support a stronger venture (voice) for the Development and business experiences and learning in the East African region
- Expand development and private sector networks in the East African region
- Promote the integration of development and private sector

Strategy;

The Development AnalystPublication strategy is aimed at the deliberate tendency to improve the relevance and effectiveness of policymakers, decision makers, development partners, private sector and the general public to participate in their programmes. This can be achieved by;

- Increasingly access the information they need in a form that provides quick, relevant access.
- Increasingly identify and engage with a network on shared issues.
- Develop more and better partnerships as essential elements of their action, strategy and thinking
- Expand knowledge of strategic options (viable opportunities to choose from)
- Increase inter-personal dialogue with other people involved in development and private sector
- To support the 'voices' of the people committed and seriously engaged in public and private sector development and being to the fore in policy dialogue and resolution

Activities:

The Development Analyst Publication conducts communication research, planning, reporting and publishing of positive analytical, educative and balanced articles. It works in partnership with clients (our core clientele are the development partners, implementers and business community) involved in development and business to develop, package and produce critical, analytical and well educative articles.

The Development Analyst Publication strategy includes provision of real-time and critical information on business and development experiences and thinking, facilitating horizontal linkages between people engaged in development, commentary on programmes and strategies and taking opportunities to promote strategic thinking on development issues and problems.

Some of the activities include;

- Produce and distribute 60,000 copies on quarterly basis of the **Publication**.
- Organize forum and training seminars on governance, development and business related issues
- Conduct governance, development and communication research and planning to generate issues to included in **Publication**
- Prepare and produce tailor made **Publication** for organizations and government project and programmes,

Readership

The **Publication** has a diverse readership, which includes influential decision-makers and opinion leaders in all sectors in East Africa, Congo, Southern Sudan, North Africa, Europe and North America.

The **Publication** is read by;

- Legislators
- Politicians and administrators in governments, local government, projects, NGOs and Coos etc.
- Senior executives and administrators in international, regional, national and local agencies
- Middle to top level executives and managers in commerce and industry
- Professionals, academia and researchers
- Affluent members of the informed public with a high purchasing power
- Business community, private and foreign investors and SMEs.
- Travellers on major airlines and who stay in major hotels

B. PUBLICATION SERVICES

In -House Publishing

The company has competent staff with the ability to manage the entire publishing and print process from development of a project to the final production. These include the following but limited to: copy generation; copy writing; editing and sub editing; interviews; background Research; photography; design and production of DVDs, CD ROMs, Magazines and translation in French and Spanish.

A) E-publications:

An electronic version featuring information in *The Development Analyst Publication* is regularly posted on the web site (www.devanalyst.org). These provide a point of entry from an issue [e.g.: HIV/AIDS, Health Communication, Gender, Environment] or a particular region.

B) Sells Advertising and Manage Distribution

The Publication is currently distributed in East, Central and West Africa and beyond. It's also placed in major Airports, Airlines, hotels, tourist sites, embassies, banks and government institutions and NGOs and CBOs in Africa. The magazine circulates 60,000 copies every edition. Of this, 30, 000 copies go to East Africa, 15,000 copies to other parts of Africa. Please click - www.devanalyst.org to read rate card details. Direct world subscription accounts for another 10,000 copies. The rest are accounted for by the hotels and airline partnership schemes.

C) EDITORIAL SERVICES

The editorial section of the publication also provides a number of services, which include, among other;

- a) Production tailored made publication
- b) writing and editing for organizations
- c) definition of the technical publications for new publications
- d) organization and lay out of publications
- e) design and production of regular manuals (Briefs, recurrent (profiles or occasional (events, seminars.
- f) Pre-selection of media and printers and monitoring their works
- g) Search and collection of documents
- h) Preparation and packaging of documents for clients
- i) Preparation of press kits, pres materials (on events, projects etc.)
- j) Development, management and marketing the web

ANNEX 4: SAMPLE OF WORK

http://youtu.be/i_-VUTc-VLU

<http://youtu.be/DAA47uoSOa>

M

<http://youtu.be/hral7vlUVes>

ANNEX 5 : LEGAL DOCUMENTS

Audited Accounts (to be provided on request)

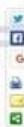
ANNEX 4: SOME EXAMPLES OF OUR EXCELLENT WORK



Figure 1: Showig Media House: Bukedde
Date: September 9, 2015
Link:
<http://www.bukedde.co.ug/news/86486-Museveni-atangaazizza-ku-by-okunoonya-emirimu.html>
Value: shs1,500,000

Museveni atangaazizza ku by'okunoonya emirimu

Sep 09, 2015

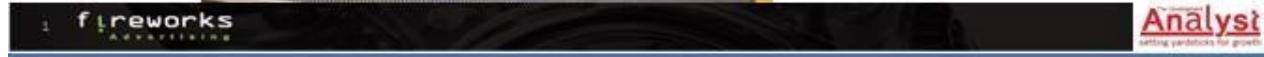


Karibu East Africa Awareness campaign

SUMMARY Activity Report for the period 1st August to 20th September, 2015



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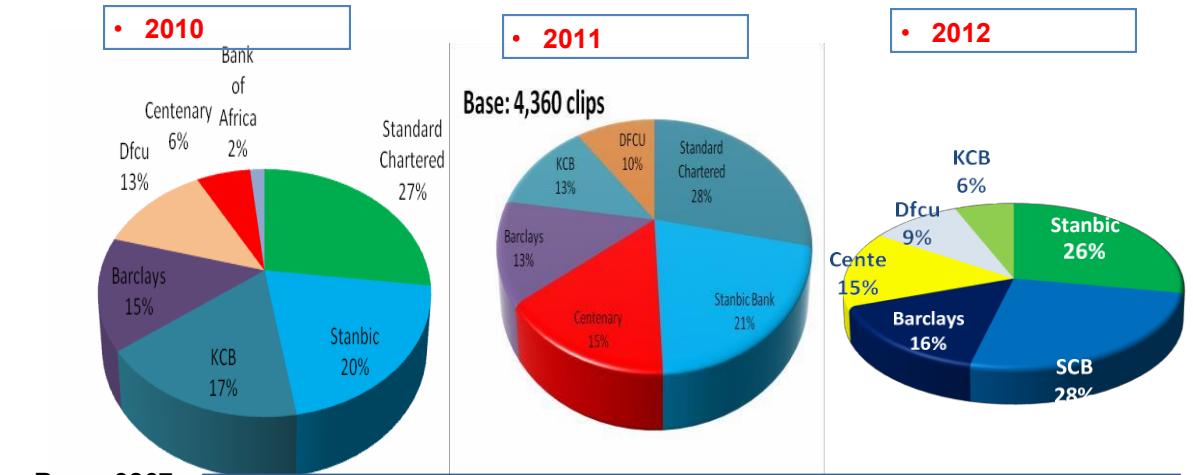
Centenary Bank

fireworks
Advertising

Analyst
Setting yardsticks for growth

207

Centenary Bank



- Base: 3867 Clips

- Over the last 3 years that Centenary Bank worked with fireworks Advertising, the bank's share of Voice has moved from a mere 6% in 2010 to 15% as of end of 2012
- The value of PR (Non-paid for visibility) delivered to the bank grew by over 100% from Shs326.7m in 2010 to Shs764.3 at end of 2012.

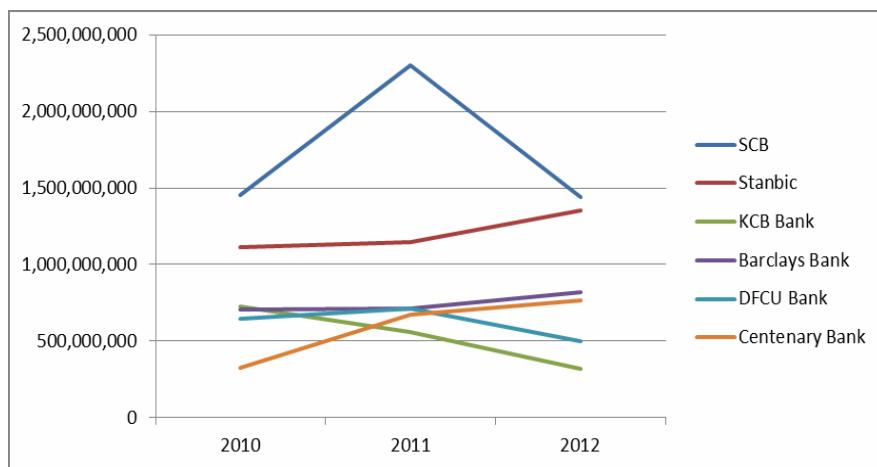
20

Source: Ipsos/ © 2012 Ipsos

fireworks
Advertising

Source: Ipsos/ © 2012 Ipsos

Steady Growth in Value of Visibility as measured by Advertising Value Equivalent



fireworks
Advertising

Analyst
The Development
Setting yardsticks for growth

20

Source: Ipsos/ © 2012 Ipsos

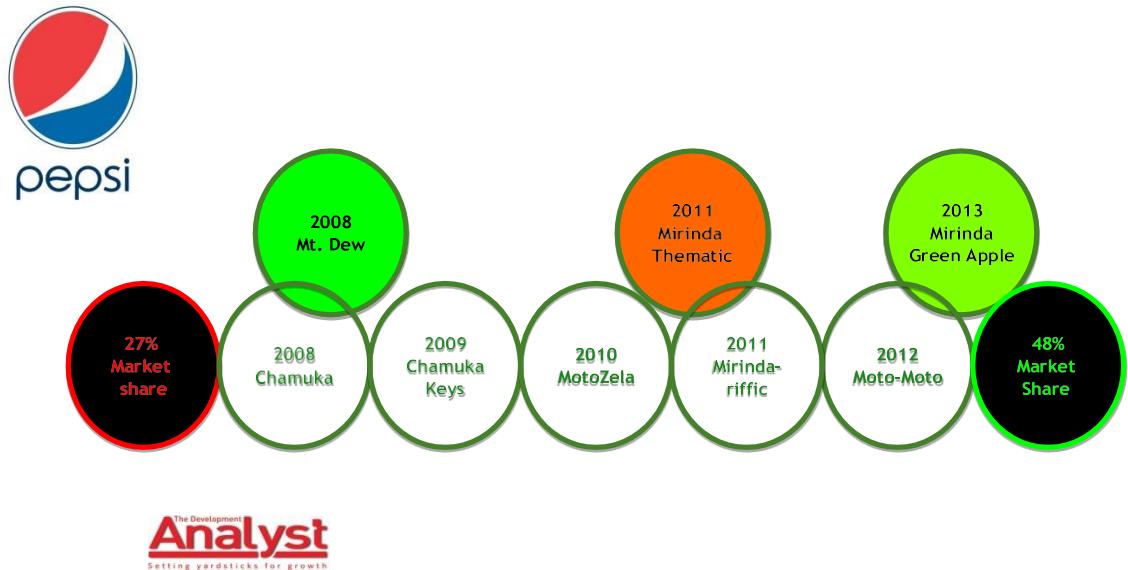


Analyst
The Development
Setting yardsticks for growth

fireworks
Advertising

210

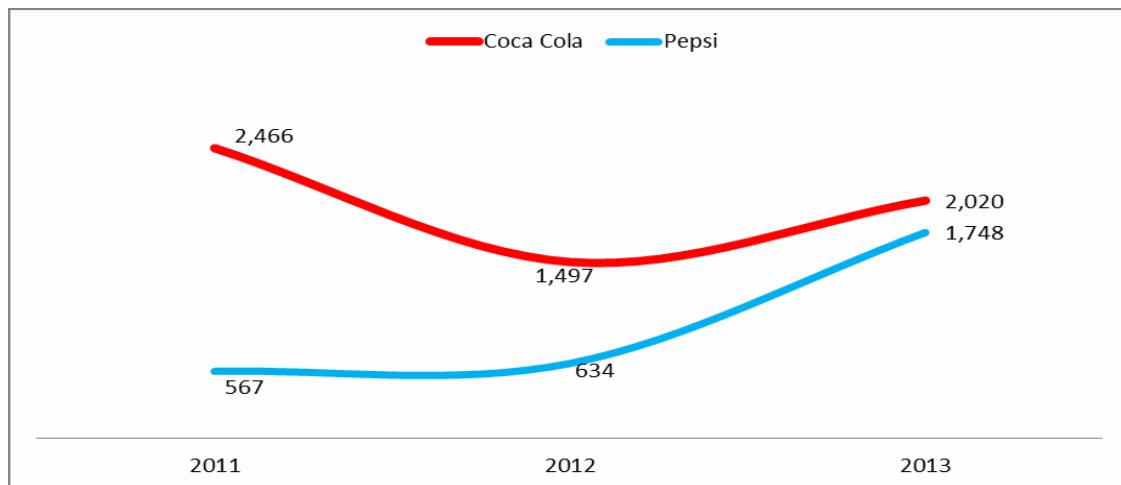
CBL (PEPSI): Growing a challenger brand



fireworks
Advertising

211

Company Publicity mentions Trend



fireworks
Advertising

212

Source: Ipsos/ © 2012 Ipsos

REFERENCE EXPERIENCES

| | |
|--|---------------------------|
| NAME OF ASSIGNMENT: Provision of Voter Education Roadshows For <i>The Youth, Older Persons & Persons With Disabilities (PWD) On Behalf of The Electoral Commission Of Uganda</i> | COUNTRY: Uganda |
| The services provided in Consortium with Balaam Marketing & Promotions Ltd and Collage for | |

| | |
|---|--|
| <p>Professional Development.</p> <p>The services included;</p> <ul style="list-style-type: none"> • Mobilization and training of Voter education team • Conduction of voter education road shows in all 112 districts of Uganda • Production and Distribution of voters materials • Educating using various methods including: media, talk shows • Interact with the voters as well as stakeholders and receive feedback on behalf of the commission. <p>Preparation and submission of periodic reports.</p> | |
| ASSIGNMENT LOCATION: Country Wide | DURATION OF ASSIGNMENT: 2 months |
| NAME AND CONTACT(1) OF CLIENT: EMAIL, TELEPHONE, SKYPE THE ELECTORAL COMMISSION OF UGANDA. <u>Contact person:</u> Head of Civic and Voter Education Dept | PROFESSIONAL STAFF PROVIDED BY YOUR ORGANIZATION: BALAAM BARUGAHARA.A-Coordinator |

| | |
|--|--|
| Mr.Machati Charlse Tel:+256772402090 | |
| START /END DATE (MONTH/YEAR) July 15th– 13th August 2015 | VALUE IN US\$/ EURO/UG Shs: 1.6 Billion UG Shs: |
| NAME OF SENIOR STAFF (PROJECT) PATRICK S. TEKO-Project Manager | DIRECTOR/COORDINATOR, TEAM LEADER) INVOLVED & FUNCTIONS PERFORMED: NATUKUNDA MACKLEAN-Team leader |

DETAILED DESCRIPTION OF ACTUAL SERVICES PROVIDED BY YOUR

STAFF: BALAAM BARUGAHARA.A

He always proactively managed foreseen project risk, mitigating as necessary

- *Leading the project team and coordinating the project and all matters related to project content.

- *Implementing the agreed action plan to the agreed standards and deadlines

- * Regular liaison with the client on all project-related matters

- *Ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation

- *Taking responsibility for the effective flow of information between team members, participants in project activities

- * Ongoing evaluation of project activity and reporting on project progress to the Client

- *Submission of the final results of the project to the client

PATRICK S. TEKO

Updating the coordinator on the Campaign Progress and Making sure the deliverables are being completed within the baseline time scales as well as within the baseline cost plan

Made sure the deliverables are being completed to defined expectations, first time

Performance (Value) was put into consideration to make sure the progress is being earned for the expected cost and making sure the net project cash flow is being achieved as the defined expectations

Made sure the required Safety, Health & Environmental standards are being achieved and all required statutory and regulatory conditions are being met

He always made regular and timely reporting of project progress to the sponsors

He always managed changes to the project without unduly affecting the stated objectives and benefits

- Ongoing evaluation of project activity and reporting on project progress to the coordinator

NATUKUNDA MACKLEAN

Develop a strategy the team will use to reach its goal

Provide any training that team members need

Communicate clear instructions to team members

Listen to team members' feedback

Monitor team members' participation to ensure the training they providing is being put into use, and also to see if any additional training is needed

Work hand in hand with the stakeholders to make sure these activations above take place in their areas as requested by the client

Hire venue and Secure permits for the activation to happen

Reporting on project progress to the project manager Submission of the final results of the project to the project coordinator.

ATTACH; LETTER OF SATISFACTORY PERFORMANCE/OR EVIDENCE/LINK

**PICTORIAL CV SHOWS EVIDENCE OF WORK DONE IN EACH OF THE
ASSIGNMENT MENTIONED ABOVE**



**AGENCY'S
EXPERIENCE
REFERENCE**

| | |
|--|--|
| NAME OF ASSIGNMENT: | COUNTRY: |
| Trade Activations RIG Roadshows and promotion activities | Uganda |
| ASSIGNMENT LOCATION: Central Region, Eastern, and Western - Uganda | DURATION OF ASSIGNMENT: Annually |
| NAME AND CONTACT(EMAIL, TELEPHONE, SKYPE 1OF CLIENT Airtel UGANDA LTD Contact person: Procurement Manager Michael Oponya 0752670080): | PROFESSIONAL STAFF PROVIDED BY YOUR ORGANIZATION: LYNN ODUL- PROJECT CORDINATOR |
| START /END DATE (MONTH/YEAR) Annually January to December of every year since 2011 | VALUE IN US\$/ EURO/UG shs: 1 Billion UG shs |
| NAME OF SENIOR STAFF (PROJECT) ALEX MWOMBEKI- Project Manager | DIRECTOR/COORDINATOR, TEAM LEADER) INVOLVED & FUNCTIONS PERFORMED: JEFF LWANAZA AND WILSON SSERUNJOGI(Team leaders) |
| DETAILED DESCRIPTION OF ACTUAL SERVICES PROVIDED BY YOUR STAFF: LYNN ODUL- PROJECT CORDINATOR | |
| *She always proactively managed foreseen project risk, mitigating as necessary | |

*Implementing the agreed action plan to the agreed standards and deadlines

- * Regular liaison with the client on all project-related matters
- * Ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation
- * Taking responsibility for the effective flow of information between team members, participants in project activities
- * Ongoing evaluation of project activity and reporting on project progress to the Client
- * Submission of the final results of the project to the client

ALEX MWOMBEKI

He Made sure the required Safety, Health & Environmental standards are being achieved and all required statutory and regulatory conditions are being met

He always made regular and timely reporting of project progress to the coordinator

He always managed changes to the project without unduly affecting the stated objectives and benefits

- Ongoing evaluation of project activity and reporting on project progress to the coordinator
- Compiled the final Report at the end of the project **JEFF**

LWANAZA AND WILSON SSERUNJOGI(Team leaders)

As project Team leader

They always made sure the route plan/Road map provided by Client is adhered to

Provide any training that team members need

Communicate clear instructions to team members

Listen to team members' feedback

Monitor team members' participation to ensure the training they providing is being put into use, and also to see if any additional training is needed

Work hand in hand with the stakeholders to make sure these activations above take place in their areas as requested by the client

Hire venue and Secure permits for the activation to happen

Reporting on project progress to the project manager Submission of the final results of the project to the project coordinator.

Made sure their teams do new customers recruits and Customers are so aware

about the product and services provided by Airtel

Page 70 of 113

**PICTORIAL CV SHOWS EVIDENCE OF WORK DONE IN EACH OF THE
ASSIGNMENT MENTIONED ABOVE**





AGENCY'S EXPERIENCE

REFERENCE

| | |
|--|--|
| NAME OF ASSIGNMENT: Product Promotion and Brand awareness | COUNTRY: Uganda |
| ASSIGNMENT LOCATION: Country Wide | DURATION OF ASSIGNMENT: Annually |
| NAME AND CONTACT(EMAIL, TELEPHONE, SKYPE 1OF | PROFESSIONAL STAFF PROVIDED BY YOUR ORGANIZATION: |

| | |
|---|---|
| CLIENT): EABL Contact person: Procurement Officer Richard Atugonza Email: Atugonza@eabl.com | PATRICK S. TEKO -Project Coordinator |
| START /END DATE (MONTH/YEAR) Annually At least 4months' promotion per year | VALUE IN US\$/ EURO/UG shs: 660 Million UG shs Annually |
| NAME OF SENIOR STAFF (PROJECT) LYNN ODUL-Project Manager | DIRECTOR/COORDINATOR, TEAM LEADER) INVOLVED & FUNCTIONS PERFORMED: AMANYA OWEN AND BARUNGI BILLY -Team leaders |

- **DETAILED DESCRIPTION OF ACTUAL SERVICES PROVIDED BY YOUR STAFF:**
- **PATRICK S. TEKO**-Project Coordinator
 - Leading the project team and coordinating the project and all matters related to project content.
 - He always proactively managed foreseen project risk, mitigating as necessary
 - Implementing the agreed action plan to the agreed standards and deadlines
 - Ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation
- **LYNN ODUL**-Project Manager
 - Updating the coordinator on the Campaign Progress and Making sure the deliverables are being completed within the baseline time scales as well as within the baseline cost plan
 - Make sure the deliverables are being completed to defined expectations, first

time

- She always made sure her team works so hard to attain the target set by the client
- Always does Evaluation of project activity and reporting on project progress to the coordinator
- Compiled the final Report at the end of the project

AMANYA OWEN AND BARUNGI BILLY-Team leaders

- Develop a strategy the team will use to reach its goal
- Provide any training that team members need
- Communicate clear instructions to team members
- Monitor team members' participation to ensure the training they providing is being put into use, and also to see if any additional training is needed
- Work hand in hand with the stakeholders to make sure these activations above take place in their areas as requested by the client
- Hire venue and Secure permits for the activation to happen
- Reporting on project progress to the project manager

ATTACH; LETTER OF SATISFACTORY PERFORMANCE/OR EVIDENCE/LINK

**PICTORIAL CV SHOWS EVIDENCE OF WORK DONE IN EACH OF THE
ASSIGNMENT MENTIONED ABOVE**



REFERENCE

| | |
|--|---|
| NAME OF ASSIGNMENT: Product Promotion and Brand awareness(Trade Rig Promotion Activations) | COUNTRY: South Sudan |
| ASSIGNMENT LOCATION: South Sudan | DURATION OF ASSIGNMENT: Annually |
| NAME AND CONTACT(EMAIL, TELEPHONE, SKYPE 1OF CLIENT): MTN Southern Sudan Contact person: Head of Procurement Toyin Oluwa Layode +211922904050 | PROFESSIONAL STAFF PROVIDED BY YOUR ORGANIZATION: KALIBALA PASCAL-Project Coordinator |
| START /END DATE (MONTH/YEAR) Annually January to December of every year since 2010 | VALUE IN US\$/ EURO/UGshs: 2 Billion UG shs Annually |
| NAME OF SENIOR STAFF (PROJECT) ANDREW LEJU- Project Supervisor | DIRECTOR/COORDINATOR, TEAM LEADER) INVOLVED & FUNCTIONS PERFORMED: BUKENYA ISACCA-Field Team Leader |
| DETAILED DESCRIPTION OF ACTUAL SERVICES PROVIDED BY YOUR STAFF: KALIBALA PASCAL-Project Coordinator | |

Coordinates program or project planning and implementation, including assessing needs, setting goals and objectives.

Participates in project budget planning and development.

Establishes project work plan and calendar or schedules; monitors, reviews, and evaluates progress.

Coordinates and attends meetings; establishes and maintains internal and external contacts as necessary.

Provides advice to participants; serves as a liaison; acts as a resource person by performing research, analyzing information, providing documentation, and preparing reports.

Monitors record keeping and file maintenance for the program or project.

Supervises other project staff; assigns tasks; sets priorities.

Prepares records of project activities; oversees and ensures the timely processing in and the delivery of required materials.

Verifies and analyzes the accuracy of all data and information used or generated by project; resolves any discrepancies or problems.

Serves as liaison for department; coordinates activities and exchanges information.

ANDREW LEJU-Project Supervisor

Develop and implement project work plans and review as appropriate to meet changing needs and requirements.

Identify construction issues to be resolved through site surveys for potential locations.

Develop, maintain and improve any business relationships vital to division success.

Establish and manage relations with independent MTN distributors, vendors and negotiates best possible rates for their products and services.

Evaluate project and recommend report to identify issues and opportunities to improve performance going forward.

Develop and maintain relations with clients as required establishing correct interfaces and presenting professional image.

Support cost saving development initiatives and delivery process improvements

BUKENYA ISACCA-Field Team Leader

- *Visit selected clusters before fieldwork
- *Being responsible for logistics and organization during fieldwork
- * Coordinate the day-to-day fieldwork
- *Liaise the local, district and provincial authorities on issues regarding fieldwork
- *Provide a final field report to the survey coordinator at the end of fieldwork in each cluster
- *Meet with local partners (including mass organizations, commune staff and other partners)
- * Participate in training
- *Assist and report to the project Coordinator

**PICTORIAL CV SHOWS EVIDENCE OF WORK DONE IN EACH OF THE
ASSIGNMENT MENTIONED ABOVE**



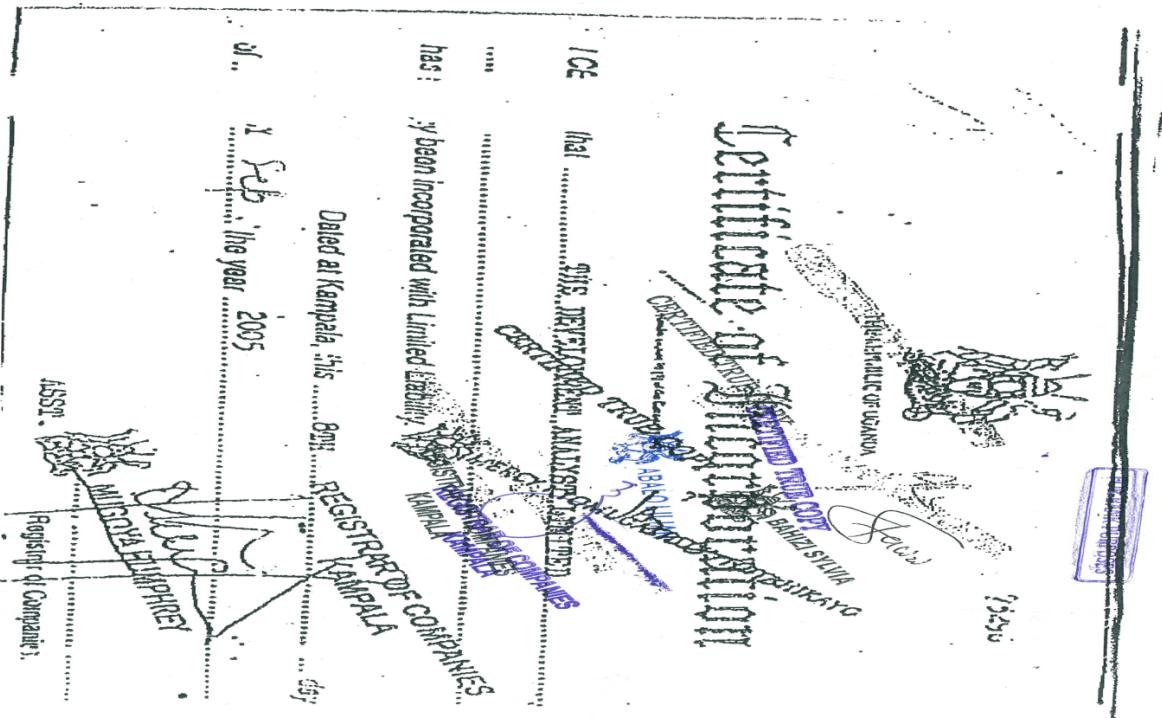
Annex 4: Evidence of work done (See Attached)



Annex 4: Capability Statements (See attached)

Annex 5: Administrative and Finance Document (see attached)

ANNEX 1: COMPANY REGISTRATION CERTIFICATE



ISSUED BY
REGISTRAR OF COMPANIES

ANNEX 2: CERTIFICATE OF REGISTRATION

| | | | |
|---|--|---|--------------------------------|
|  Certificate of Registration | | For General Tax Questions call our Toll Free 0800117000 Or log onto URA web portal http://ura.go.ug | |
| <small>Notice DT-1112 Notice Date: 11/06/2014</small> | | | |
| <p>This is to certify that taxpayer shown herein has been registered with Uganda Revenue Authority</p> | | | |
| Section A : Taxpayer Information | | | |
| Taxpayer Identification Number 10000486009 | | | |
| Taxpayer Legal Name THE DEVELOPMENT ANALYST LTD | | | |
| Business Name ANALYST | | | |
| Section B : Headquarter Office or Principal Place of Business Physical Address | | | |
| 1) Plot Number xxx | 2) Street Name KAMPALA RD | 3) Building Name EQUATORIAL MALL | |
| 4) Trading Center KAMPALA | 5) District/City KAMPALA | 6) County/Municipality KAMPALA CENTRAL DIVI | |
| 7) Sub-County/Town Council/Division KAMPALA CENTRAL DIVISION | 8) Village/Local Council/Zone KISEKA | | |
| Section C : Nature of Business Activity | | | |
| N - Health and Social Work | | | |
| Section D : Registration Details | | | |
| S.N | Tax Type Registered for | Effective Date of Registration | Effective Date of Cancellation |
| 1 | TIN Non Individual | 18/03/2011 | |
| 2 | Income Tax | 18/03/2011 | |
| 3 | Value Added Tax | 01/04/2011 | |
| <p>The above TIN must appear on all your tax invoices and correspondences with Uganda Revenue Authority. Your accounting date is 30 June as per Sec 39(1) of The Income Tax Act, Cap 340 unless a change has been approved by the Commissioner General. This Certificate shall remain in force until it is cancelled.</p> | | | |
| Section D - Official URA Representative | | | |
| Authorized Signature  | | Designation of Signatory Officers Grade 1 | |
| Printed Name of Signatory IRENE PEACE MUTESI | | Contact Number | |

Plot 7, Harrington Road, Crested Towers, 6th FLOOR., KAMPALA, KAMPALA CENTRAL, Uganda.

ANNEX 2:TAX/VAT CLEARANCE CERTIFICATE



Uganda Revenue Authority
DEVELOPING UGANDA TOGETHER

TRANSACTION TAX CLEARANCE CERTIFICATE

(Issued under Sec. 134 Income Tax
Act, CAP 340)

Issue Date: 26/09/2019

**For General Tax
Questions call our Toll
Free
0800117000**
**Or log onto URA web
portal**
<https://ura.go.ug>
Notice - DT- 2091

Certificate Reference Number

CR01150012288

Certificate Barcode



URA hereby certifies that the applicant whose particulars appear below has complied with the required tax obligations for the tax period from: 30/06/2018 to: 30/06/2019

Section A: Applicant's Particulars

| | |
|--------------------------------------|--|
| Taxpayer Identification Number (TIN) | 1000486009 |
| Taxpayer's Legal Name | THE DEVELOPMENT ANALYST LTD |
| Taxpayer Business Name | ANALYST |
| Physical Address | xxx, EQUATORIAL MALL, KAMPALA RD, KAMPALA, KAMPALA, KAMPALA CENTRAL DIVI, KAMPALA CENTRAL DIVISION, KISEKA |

Section B: Addressee's Particulars

| | | |
|--------------------------------------|-----------------------|--|
| Taxpayer Identification Number (TIN) | | |
| Addressee's Legal Name* | MOH | |
| Addressee's Business Name | MOH | |
| Transaction Reference Number | | |
| Phone Contact | (+256) 417-112100/301 | Email registry.ug@undp.org |

Section C: Purpose of TCC

This TCC has been issued to the applicant for the purpose below:

1) Supplying goods or services to a Ministry, Department or Agency of Government

Section D: Official URA Representative

| | | | |
|--------------------------------|-----------------|----------------|--|
| Name of Issuing Officer | Arnold Wokulira | | |
| Designation of Issuing Officer | supervisor | Contact Number | |

This Certificate has been issued for and on behalf of the Commissioner / Commissioner General

Dear client, you may check the validity of this T.C.C on the URA web portal: <https://ura.go.ug> using the reference number (above) or visit the nearest Domestic Tax Office.

Note: This Tax Clearance Certificate is VALID only;

i. If its presented in relation to the Tax period specified above ii. If submitted to the Addressee and for the Purpose specified above. iii. If not cancelled by the Commissioner/Commissioner General.

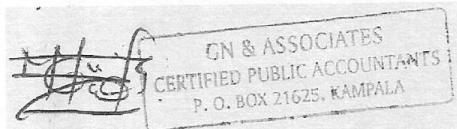
ANNEX 3: AUDITED ACCOUNTS

THE DEVELOPMENT ANALYST LTD

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30-12-2014

STATEMENT OF COMPREHENSIVE INCOME.

| | 2014 | 2013 | 2012 |
|---------------------------------------|-----------------------|----------------|-----------------|
| | UGHS. '000,000 | UGHS | UGHS |
| | | '000,000 | '000,000 |
| Gross Income | 348,000 | 111,506 | 42,799 |
| Direct Costs | 50,500 | 60,252 | - |
| Gross Profit / (Loss) | 398,500 | 51,254 | 42,799 |
| Less: Operating Costs: | | | |
| Administration Costs | 20,200 | 7,065 | 8,820 |
| Operating costs | 60,400 | 43,596 | 56,244 |
| Financial Expenses | 5,500 | 2,455 | 2,555 |
| Total Expenses | 96,100 | 53,116 | 67,619 |
| Net Profit (Loss) For the year | 303,400 | (1,862) | (24,820) |
| Proposed Tax | 150,000 | - | - |
| Net profit After Tax | <u>153,400</u> | (1,862) | (24,820) |



DEVELOPMENT ANALYST LTD

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30-06-2014

STATEMENT OF FINANCIAL POSITION.

| | NOTES | 2014 | 2013 | 2012 |
|---------------------------------|-------|-----------------------|----------------------|----------------------|
| NON CURRENT ASSETS: | | <u>USHS. '000,000</u> | <u>USHS.'000,000</u> | <u>USHS.'000,000</u> |
| Fixed Assets | | <u>12,400</u> | <u>15,843</u> | <u>21,108</u> |
| | | 12,400 | 15,843 | 21,108 |
| CURRENT ASSETS: | | | | |
| Receivables & payments | | 12,400 | 15,245 | 27,697 |
| Tax Credits | | 12,400 | - | - |
| Cash and cash Equivalents | | 10,500 | 2,150 | - |
| | | 22,900 | 17,395 | 27,697 |
| TOTAL ASSETS. | | | <u>33,238</u> | <u>48,805</u> |
| EQUITY & LIABILITIES | | | | |
| Share Capital | | 10,000 | 10,000 | 10,000 |
| Reserves | | - | (75,865) | - |
| Retained Earnings | | 153,400 | (1,862) | (75,865) |
| EQUITY | | 163,400 | (67,727) | (65,865) |
| NONCURRENT LIABILITIES | | | | |
| Director's A/c | | 85,000 | 65,650 | 66,350 |
| Borrowings – long – term Loan | | 50,000 | 10,000 | 10,000 |
| | | 135,000 | 75,650 | 76,350 |
| CURRENT LIABILITIES | | 60,000 | 25,315 | 38,320 |

Cash flow from Financing Activities

| | | | |
|--|----------------|--------------|---------------|
| Capital Introduced | - | - | 10,000 |
| Director's A/c | - | (700) | 24,907 |
| Increase in Long – term Loan | 25,000 | - | <u>10,000</u> |
| | <u>25,000</u> | (700) | <u>44,907</u> |
| Net Change in cash & Cash Equivalents | 123,975 | 2,150 | - |

Cash & Cash equivalents at Beginning of the Year

Cash & Bank Balances 01.07.2016 – 2015/16

Cash and Cash equivalents at End of the YearCash & bank Balances 30.06.2016/17 123,975 2,150

Payables

| | | | |
|---------------------------------------|----------------|---------------|---------------|
| TOTAL EQUITY & LIABILITIES | 163,400 | 33,238 | 48,805 |
|---------------------------------------|----------------|---------------|---------------|

The Financial statements were approved by Management and are signed on the Company's behalf by:

DIRECTORS

THE DEVELOPMENT ANALYST LTD

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30-06-2014

STATEMENT OF CASH FLOWS

| | 2014 | 2013 | 2012 |
|---|-----------------------|----------------------|--------------------------|
| Cash flows from Operating Activities | UGHS. '000,000 | UGHS '000,000 | UGHS '000,000 |
| Profit (Loss) | 153,400 | (1,862) | (24,820) |
| Adjustments for: | | | |
| Depreciation | 4,325 | 5,265 | 7,100 |
| Operating Profit Before working Capital Changes | 140,175 | 3,403 | (17,720) |
| Increase (Decrease) in Receivables | 20,200 | 12,452 | (27,697) |
| Increase (Decrease) in Payables | (20,400) | (13,005) | 38,320 |
| Net Cash Generated from Operations | 148,975 | 2,850 | (7,097) |
| Cash flow from Investing Activities | | | 37,810 |
| Addition of Assets | - | - | (37,810) |

Cash flow from Financing Activities

| | | | |
|--|----------------|--------------|---------------|
| Capital Introduced | - | - | 10,000 |
| Director's A/c | - | (700) | 24,907 |
| Increase in Long – term Loan | 25,000 | - | <u>10,000</u> |
| | <u>25,000</u> | (700) | <u>44,907</u> |
| Net Change in cash & Cash Equivalents | 123,975 | 2,150 | - |

Cash & Cash equivalents at Beginning of the Year

Cash & Bank Balances 01.07.2016 – 2015/16

Cash and Cash equivalents at End of the YearCash & bank Balances 30.06.2016/17 123,975 2,150

THE DEVELOPMENT ANALYST LTD

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30-06-2014

1. FIXED ASSETS SCHEDULE :

| | Computers | Plant & Machinery | Office Furniture & Fittings | Motor Vehicles | TOTAL |
|-----------------------|------------------|----------------------|-----------------------------------|-------------------|------------------|
| | 30% | 20% | 20% | 25% | |
| | USHS '000,000 | USHS '000,000 | USHS '000,000 | USHS '000,000 | USHS '000,000 |
| Cost | 14,400 | 9,210 | 2,200 | 12,000 | 37,810 |
| Additions | - | - | - | - | - |
| | 14,400 | 9,210 | 2,200 | 12,000 | 37,810 |
| DEPRECIATION | | | | | |
| 01.07.2015 | 7,344 | 3,316 | 792 | 5,250 | 16,702 |
| Charge for the Year | 2,117 | 1,179 | 282 | 1,688 | 5,265 |
| Total | 9,461 | 4,495 | 1,074 | 6,938 | 21,967 |
| NET BOOK VALUE | | | | | |
| 30.06.2016 | 4,939 | 4,715 | 1,126 | 5,063 | 15,843 |
| | 7,056 | 5,894 | 1,408 | 6,750 | 21,108 |

THE DEVELOPMENT ANALYST LTD

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30-06-2014

WEAR & TEAR SCHEDULE:

| | Class 1 <u>SHS'000,000</u> | Class 2 <u>SHS'000,000</u> | Class 3 <u>SHS'000,000</u> | Class4 <u>SHS'000,000</u> | TOTAL <u>SHS'000,000</u> |
|-----------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|-----------------------------|
| WDV 01.07.2015 | 2,592 | 5,070 | - | 7,302 | 14,964 |
| Additions | - | - | - | - | - |
| I/A | - | - | - | - | - |
| W&T | 2,592 | 5,070 | - | 7,302 | 14,964 |
| W.D.V. 30.06.16 | 1,555 | 1,775 | - | 1,460 | 4,272 |
| | 1,555 | 3,296 | - | 5,842 | 10,692 |

THE DEVELOPMENT ANALYST LTD

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30-06-2014

SCHEDULES TO OPERATING STATEMENT:

| | 2014 | 2013 | 2012 |
|-----------------------------|----------------------|----------------------|----------------------|
| 1. ADMINISTRATION COSTS: | USHS. '000,000 | USHS. '000,000 | USHS. '000,000 |
| Depreciation | 4,325 | 5,265 | |
| Salaries & Wages | | | 7,100 |
| Total | 6,455 | <u>1,800</u> | <u>1,720</u> |
| | <u>10,780</u> | <u>7,056</u> | <u>8,820</u> |
| 2. OPERATING COSTS | | | |
| Advertising | 3,100 | 1,100 | 900 |
| Audit & Legal fees | | | |
| Communication | 3,000 | 1,000 | 1,000 |
| Computer expenses | | | |
| Legal costs | 4,302 | 2,302 | 2,302 |
| Licenses | 2,150 | 1,150 | 1,262 |
| Office Costs | | | |
| Power & Fuel | 2,200 | 1,200 | 1,000 |
| Printing & Stationery | 2,239 | 239 | 239 |
| Rent | | | |
| Repairs Vehicle | 2,820, | 820 | 770 |
| Sales & marketing | 7,100 | 5,100 | 4,800 |
| Staff Welfare | | | |
| Security | 2,815 | 815 | 755 |
| Total | 9,550 | 7,550 | 7,550 |
| | 12,320 | 2,320 | 2,166 |
| | 10,000 | | |
| | 22,500 | 12,500 | 26,000 |
| | | 7,500 | 7,500 |
| | <u>93,596</u> | <u>43,596</u> | <u>56,244</u> |
| 3. FINANCIAL COSTS | | | |
| Bank Charges | | | |
| Interest on Long -term Loan | 2,250 | 715 | 625 |
| | 4,225 | 1,740 | 1,930 |
| | <u>6475</u> | <u>2,455</u> | <u>2,555</u> |

| TAX COMPUTATION: | 2014 | 2013 |
|-------------------------|---------------------------|---------------------------|
| | <u>SHS'000,000</u> | <u>SHS'000,000</u> |
| Net Profit /Loss | 153,400 | (1,862) |
| Deprecation | <u>4,325</u> | <u>5,265</u> |
| | 157,725 | 3,403 |
| Wear & tear | (4,272)) | (4,272) |
| Initial Allowance | - | - |
| Allowable Loss | 153,553 | (869) |
| Deficit B/f | - | (24,004) |
| Deficit C/f | <u>(153,553)</u> | <u>(24,004)</u> |

