

# PUBLIC PROCUREMENT AND DISPOSAL OF PUBLIC ASSETS APPEALS TRIBUNAL

### ANNUAL REPORT

2020-2021

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## FOREWORD BY THE CHAIRPERSON

Tonorable Minister of Finance, Planning and Economic Development, I present to you the Annual Report for the activities of the Public Procurement and Disposal of Public Assets Appeals Tribunal (Tribunal) in respect of the Financial Year 2020-2021; as required under Section 91R of the Public Procurement and Disposal of Public Assets Act 2003 (as amended).

In addition to adjudication, which is the core function of the Tribunal, the other activities undertaken during the reporting period include; creating awareness of Tribunal mandate and function to the general public particularly procuring and disposing entities and providers as well as contributing to the amendment in offing.

As you are aware, the Financial 2020-2021 marks the first year of the term of office of the current Tribunal members. I am glad to report to you that the new Members have and continue to execute the mandate bestowed upon us and dispense justice with diligence, impeccable professionalism and diligence despite the challenges brought in by the novel Covid 19 pandemic.

During the reporting period 2020-2021, the Tribunal handled 15 applications worth monetary value of Uganda shillings three hundred seventeen billions, seven hundred thirteen millions, one hundred two thousand and five hundred and nine shillings (UGX317, 713,102,509).

Lastly, I thank the government leaders, particularly the top leadership at Ministry of Finance, Planning and Economic Development for the continued support extended to the Tribunal, which we do not take for granted.

Francis Gimara S.C. **CHAIRPERSON** 

## MESSAGE FROM THE REGISTRAR

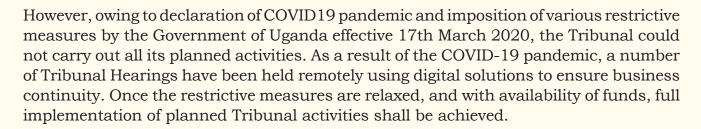
This is the PPDA Appeals Tribunal's seventh Annual Report for 2020/2021 from 2014 and despite the challenges, the Tribunal has recorded tremendous achievements.

achievements.

During the Financial Year 2020/2021, the Tribunal received fifteen (15) Applications from aggrieved

bidders. There were no References from the Authority. All the said Applications were fully adjudicated upon by the Tribunal, hence no backlog.

The Tribunal also carried out two (2) regional sensitization workshops in Central and Rwenzori Regions on the mandate of the Tribunal and how aggrieved bidders can successfully file applications to the Tribunal.



The aforementioned achievements by the Tribunal were made possible due to the continued support from the Government of Uganda through the Ministry of Finance, Planning, Economic and Development (MoFPED). We appreciate that support and we pledge our commitment to work together with the Ministry towards a glorious future as per the Tribunal vision, "to be a Centre of excellence for public procurement and disposal of assets disputes management in Africa".

We commend the able leadership of the Chairperson Mr. Gimara Francis S.C and his team of four other Tribunal members who have strategically guided the Secretariat so that the targets and mandate of the Tribunal can be seamlessly achieved.

I would also like to express my gratitude to the dedicated Tribunal Secretariat staff, who continuously worked as a team to contribute to the success of the Tribunal.

A

Atiku Saki Mansoor **REGISTRAR** 

## INTRODUCTION AND ORGANISATION OVERVIEW

The Public Procurement and Disposal of Public Assets Appeals Tribunal (Tribunal) is a quasi-judicial body established by Section 91B of the Public Procurement and Disposal of Public Assets Act of 2003.

The Tribunal consists of a chairperson and four other members who are appointed by the Minister of Finance, Planning and Economic Development. The Members of the Tribunal were appointed from the private sector for a three-year term, which may be renewable for only one term.

The Financial year 2020/2021 coincided with the start of tenure of the newly appointed Tribunal Members who were sworn in on 27<sup>th</sup> July, 2020 and inaugurated on 6<sup>th</sup> August 2020. The current membership of the Tribunal is as follows;

a)	Francis Gimara S.C	Chairperson
b)	Nelson Nerima	Member
c)	Paul Kalumba	Member
d)	Eng. Thomas Brookes Isanga	Member
e)	Geoffrey Nuwagira Kakira	Member

The profile of each member of the Tribunal is indicated in Appendix I of this report.



#### 1.1 Vision Statement

To be a centre of excellence for public procurement and disposal of public assets disputes management in Africa.



#### 1.2 Mission Statement

To provide quality adjudication in public procurement and disposal of public assets disputes in accordance with the principles of natural justice.

#### 1.3 Core Values

- a) Integrity
- b) Accountability
- c) Transparency
- d) Equity
- e) Efficiency
- f) Teamwork; and
- g) Timeliness.

#### 1.4 Functions of the Tribunal

The core function of the Tribunal is to hear and determine applications for review of the decisions of the Procuring and Disposing Entities (PDE's).

The PPDA Act, 2003 requires the Tribunal to issue a decision within a period of not more than fifteen working days after receiving an application for a review of a decision or omission of a PDE. However, the Tribunal takes upon itself to hear and make decisions in the shortest practical and reasonable time.

A party to proceedings before the Tribunal who is aggrieved by a decision of the Tribunal, may, within thirty days after being notified of the decision of the Tribunal or within such further time as the High Court may allow, lodge a notice of appeal with the registrar of the High Court.

#### 1.5 Powers of the Tribunal

Section 91K of the PPDA Act, 2003, grants the Tribunal powers to-

- a) Take evidence on oath;
- b) Proceed in the absence of a party who has had reasonable notice of the proceedings;
- c) Adjourn hearing of the proceedings; and
- d) Make orders as to costs against any party, which shall be enforceable like an order of the High Court; and
- e) Examining witnesses who are outside Uganda
- f) Summon a person to appear before it;
  - to give evidence; or
  - to produce books, documents or things mentioned in the summons, that are in the possession, custody or control of the person named in the summons;
- g) Receive evidence by affidavit and administer interrogations and require the persons to whom interrogations are administered to make a full and true reply to the interrogations.

In the event of matters referred to the Tribunal by PPDA, where the Tribunal determines that the continuation of a procurement or disposal proceeding may result in an incorrect contract award decision or a worsening of any damage already done to the procurement or disposal proceeding, the Tribunal is empowered to suspend the procurement or disposal proceeding.

#### 1.6 Tribunal Secretariat

The Tribunal has a Secretariat located at 7th Floor, Communications House, Colville Street in Kampala headed by a Registrar who is the Accounting Officer and in charge of the Registry of the Tribunal. The Secretariat has nine (9) staff who work closely with the Registrar and support members of the Tribunal in carrying out Tribunal work.

The Tribunal had limited space and during the year 2020/2021, acquired additional space on the 1st floor of Communications House, on Colville Street in Kampala. The said space is the Tribunal Court Room where all physical hearings and other Tribunal meetings of the Tribunal are held.

However, as a result of the COVID-19 pandemic, a number of Tribunal Hearings have been held virtually using digital solutions to ensure business continuity. The said digital solutions provide the security, service and the ease of use necessary to ensure a seamless transition to a virtual hearing environment.

#### 1.7 Budget Performance

The budget of the Tribunal is a subvention under the MoFPED to facilitate the operations of the Tribunal. The budget for 2020/2021 for the Tribunal is two billion seven hundred million Uganda Shillings (2,700,000,000/=).

During the reporting period (2020/2021), the Tribunal received a total of two billion two hundred twenty-nine million nine hundred forty-seven thousand five hundred Uganda Shillings (2,229,947,500/=). The total actual expenditure was 2,229,853,527/=. This marked a budget performance of ninety-nine point nine percent (99.9%).

## ACTIVITIES OF THE TRIBUNAL DURING THE REPORT PERIOD

#### The main activities of the Tribunal during the reporting period were: -

- (i) Hearing and disposal of applications for review of PPDA decisions;
- (ii) Conducting, public awareness of the Tribunal functions, at regional levels;
- (iii) Capacity building of the staff and Tribunal members; and
- (iv) Participation in procurement law amendment process.

#### 2.1 Applications for Review of the Decisions of PPDA

In the report period, the Tribunal heard and determined a total of 15 Applications and References summarised below as follows:

- **1.** Gat Consults Limited and Lee Construction Limited (JV) Vs. PPDA & the Ministry of Water and Environment, Application No.6 of 2021. The Application was in respect to the tender for the construction of Kapchorwa water supply and sanitation system vide Procurement No. MWE/WRKS/20-21/00011. The subject matter of the Application was worth UGX 13,941,914,948/=. The Applicant challenged the propriety of the evaluation process by the Ministry of Water and Environment. The Application was allowed by the Tribunal.
- 2. Obon Infrastructure Development JV Vs. PPDA and Mbarara City, Application No.5 of 2021. The Application was in respect to the tender for the provision of consultancy services for supervision of roadworks REF: MCC 852/USMID/SRVCS/20-21/0001/Cluster 6. The Applicant challenged the disqualification of its technical proposal by Mbarara City. The Application was allowed by the Tribunal.
- **3. Samanga Elcomplus JV Vs. PPDA & UEDCL, Application No.4 of 2021**. The Application was in respect to the tender for the design, supply, installation and commissioning of a remote power control monitoring system REF: UEDCL/SUPLS/2020-21/10071. The Applicant challenged the disqualification of its technical proposal by UEDCL. The subject matter of the Application was worth UGX 3,163,826,202/=. The Tribunal allowed the Application.
- **4. COIL Limited Vs. PPDA & UNRA, Application No.3 of 2021**. The Application was in respect to the tender for the drainage improvement works for Lot 13: Mayanja-Namayumba Swamp Crossing under Luwero Station REF: UNRA/WRKS/2019-20/00033/13. The Applicant challenged the disqualification of its bid by UNRA

- without being heard. The subject matter of the Application was worth UGX 16,742,050,656/=. The Tribunal allowed the Application.
- **5.** China Railways No.3 Engineering Group Co. Limited Vs. PPDA & Hoima City, Application No.2 of 2021. The Application was in respect to the tender for the construction of road works in the cities/municipalities of Kasese (4.8km), Hoima (4.3km) and Fort Portal (2.61km), REF: HMC/USMID-AF/WRKS/CL-7/20-21/00001. The Applicant challenged the dismissal of its Application for Administrative Review by the Authority. The subject matter of the Application was worth UGX 96,099,386,711/=. The Application was withdrawn by consent of the parties with approval of the Tribunal
- **6,** China Civil Engineering Construction Corporation in joint venture with Shangai Municipal Engineering Design Institute Vs PPDA and NWSC Application No. 1 of 2021. The Application was in respect to the tender for the Kampala Water-Lake Victoria Watsan Project (Package 5B)- Construction of water sanitation improvement infrastructure in formal settlements of Kampala. The Applicant challenged the disqualification of its technical proposal by NWSC. The Tribunal dismissed the Application.
- **7.** Smileplast Ltd Vs. NAADS & PPDA, Application No. 13 of 2020. The Application was in respect to the tender for the supply and delivery of plain hoes under a framework arrangement for three years vide REF: NAADS/SUPLS/2020-21/00001. The subject matter of the Application was worth UGX 48,000,000,000/= The Applicant challenged the Authority's decision to dismiss its application for administrative review on the basis that its bid was not responsive to the requirements of the solicitation document. The Tribunal dismissed the Application.
- **8**. **Toyota (U) Ltd Vs. PPDA & Post Bank, Application No. 12 of 2020**. The Application was in respect to the tender for the supply of one station wagon vide Procurement No. PBU/SUPLS/2020/00190. The subject matter of the Application was worth UGX 607,216,089/=. The Applicant challenged the Authority's decision to dismiss its application for administrative review based on the construction of the power of attorney. The Application was withdrawn by consent of the parties with approval of the Tribunal
- **9**. **Egis Operation S. A Vs. PPDA, UNRA & CCCC Ltd** and **CCCC Investment Company Ltd Consortium**, **Application No.11 of 2020**. The Application was in respect to the tender for the operation and maintenance of Kampala- Entebbe Expressway (51.4KM) vide Procurement No. UNRA/NCONS/18-19/00005. The subject matter of the Application was worth UGX 122,863,844,023/=. The Applicant challenged the propriety of the Authority's decision to order for a re-evaluation of technical bids and re-submission of financial bids. The Application was allowed by the Tribunal
- 10. Mbarara University of Science and Technology Vs. PPDA & Steam Investments Ltd, Application No.10 of 2020. The Application was in respect to the tender for the construction of faculty of computing and informationatics at Kihumuro vide Procurement No. MUST/WKSS/19-20/00057. The subject matter of the Application was worth UGX 6,294,863,880/=. The Applicant challenged the propriety of

the Authority's decision on an administrative review application filed by the  $2^{nd}$  Respondent. The Application was dismissed with costs by the Tribunal

- 11. K-Solutions Ltd Vs. Attorney General & PPDA, Application No. 9 of 2020. The Application was in respect to the tender for the supply, installation commissioning and maintenance of Solar Photovoltaic (PV) Energy Packages for Post Primary Education Institutions in Uganda REF: MOES/SUPLS/18-19/00152. The subject matter of the Application was worth USD\$ 1,023,469.96 The Applicant challenged the Authority's decision to dismiss its application for administrative review on the basis that the Applicant was not a bidder and as such, had no locus standi. The Tribunal dismissed the Application.
- **12**. *Egis Operation S. A Vs. PPDA & UNRA Application No.8 of 2020*. The Application was in respect to the tender for the operation and maintenance of Kampala- Entebbe Expressway (51.4KM) vide Procurement No. UNRA/NCONS/18-19/00005. The subject matter of the Application was worth UGX 122,863,844,023/=. The Applicant challenged the propriety of the Authority's hearing of a Complaint without notifying all bidders. The Application was allowed by the Tribunal
- 13. Labware East Africa Limited Vs. PPDA and NDA, Application No.7 of 2020. The Application was in respect to the tender for supply, installation and configuration of a laboratory information management system vide Procurement No. NDA/NCONS/19-20/00466. The subject matter of the Application was worth UGX 475,540,000/=. The Applicant challenged the propriety of the Authority's decision to dismiss its application for administrative review. The Application was dismissed by the Tribunal
- **14.** Rocktrust Construction (U) Limited Vs. PPDA & Moroto Municipal Council, Application No.6 of 2020. The Application was in respect to the tender for additional works at Moroto Bus Terminal, REF: MORO762/WRKS/1920/USMID/00004. The Applicant challenged the dismissal of its Application for Administrative Review by the Authority. The subject matter of the Application was worth UGX 989,401,050/=. The Application was dismissed by the Tribunal
- **15.** *Kiyindi Electrical and Engineering Ltd Vs PPDA, Misc Application No. 1 of* **2020.** The Application was in respect to the tender for the purchase and supply of pre-paid electric meters to be installed at Busega Market. The Applicant challenged the Authority's decision to dismiss its application for administrative review on the basis that the Applicant was not a bidder and as such, had no locus standi. The Tribunal dismissed the Application.
- 2.2 The detailed decisions of the above cited applications can be found on the tribunal website at www.ppdaappealstribunal.go.ug

#### 2.3 Summary of Application by issues

From the Applications reviewed, the table shows the frequency of issues raised and addressed. During the reporting period 2020/2021, the issue that appeared more

frequently (nine times) in the 15 Applications was failure to adhere to the evaluation criteria by entities. There were no references heard by the Tribunal

S/N	Issue	Frequency
	Failure to follow evaluation criteria	8
	Expiry of Bid Validity	2
	Failure to pay prescribed fees	2
	Fair hearing	2
	Powers of Attorney	1
	TOTAL	15

## 2.4 Proposals to mitigate some of the re-occurring issues delaying public procurement process

- a) Continuous sensitisation of the Accounting Officers on the common breaches of the public procurement laws.
- b) Continuous sensitisation of the Procuement and Disposal Units on appropriate preparation of solicitation documents consistent with public procurement laws
- c) Continuous sensitisation of the procuring and disposal entities on proper and seamless conduct of evaluation of bids in public procurement
- d) Continuous sensitisation of other the stakeholders and the public on the administrative review process in public procurement
- e) The Authority should ensure the implementation of the circular by the Accounting Officers it issued in respect to the extension of the bid validity

#### 2.5 Training of Staff

During the period under review, three (3) staff namely Registrar Mr. Atiku Saki Mansoor undertook virtual training course in Corporate Governance conducted by the Corporate Governance Institute of Uganda, Mr. Byarugaba Obed undertook training in financial forecasting for budget preparation with African Capacity Development & Research Institute (ACADRI) and Clerk Mr. Nicholas Asiimwe undertook training in intermediate Records Management with African Capacity Development & Research Institute (ACADRI)

The training was aimed at enhancing their skills in the performance of their duties at the Tribunal.

#### 2.6 Training of Tribunal Members

Owing to imposition of various restrictive measures by the Government of Uganda in light of the COVID19 pandemic, Members of the Tribunal could not undergo physical trainings. However, 2 members of the Tribunal namely

Mr. Paul Kalumba and Mr. Geoffrey Nuwagira Kakira were able to undergo training in Corporate Governance, conducted by the Corporate Governance Institute of Uganda.

#### 2.7 Sensitisation Workshops

The Tribunal conducted two (2) regional sensitisation workshops as indicated below, to create awareness to procurement and disposal stakeholders on the activities of the Tribunal.

Region	Location
Central	Kigo, Wakiso District
Rwenzori	Fort Portal, Kabarole District

## KEY ACHIEVEMENTS OF THE TRIBUNAL

- 1. The Tribunal's core function is to hear and determine applications for review of the decisions of PPDA and to determine matters referred to it by PPDA. In the report period, the Tribunal received and successfully determined 15 Applications and issued decisions within the ten (10) working days' timeline stipulated under the PPDA Act, 2003 after receipt of an application for review. There are no incidents of case backlog in the reporting period.
- 2. The Tribunal has deployed efficiently and effectively managed its assets, financial and human resources.
- 3. The Tribunal successfully conducted two (2) regional sensitisation workshop on the mandate of the Tribunal in administrative review process.
- 4. The Tribunal successfully recruited a Senior Legal Officer to fill a vacant position.

### 4.0

## CHALLENGES DURING THE REPORTING PERIOD

Due to the imposition of various restrictive measures by the Government of Uganda in light of the COVID19 pandemic, seamless implementation of planned activities during this reporting period could not be fully achieved.

## KEY PLANNED ACTIVITIES FOR THE FINANCIAL YEAR 2020/2021

In the financial year 2020/2021, the key planned activities of the Tribunal are:

- a) Efficient adjudication and disposal of disputes filed before it
- b) Automate the Tribunal Registry;
- c) Operationalise the PPDA Amendment Act;
- d) Update Tribunal Regulations and put in place a governance Charter;
- e) Develop and implement a strategic plan that is aligned to NDP III
- f) Continue to sensitise procuring and disposing entities, bidders and the general public on the roles of the Tribunal;
- g) Compile and publish a Compendium of applications and references handled by the Tribunal;
- h) Continuous training and skills building for Tribunal members and staff in procurement related matters, Court administration, drafting decisions and

### APPENDIX I

#### **Particulars of Tribunal Members**

#### FRANCIS GIMARA S.C.

#### Francis Gimara - Head, ALP Advocates Uganda

Francis is a consummate reputable legal professional, currently heading the Africa Law Practice (ALP) Group In Uganda and East Africa, the first fully integrated law firm in the region set up to majorly support cross border business transactions and regional integration initiatives.

Francis holds an LLM from Cambridge University with focus in Banking & Finance Law, Corporate Tax and International Trade Law. He holds a Bachelor of Laws from Makerere University (Kampala, Uganda), a Diploma in Legal Practice from the Law Development Centre (Kampala, Uganda), and a Post Graduate Diploma in Business Administration from Herriot Watt University. He is a member of the Chartered Institute of Arbitrators.

Francis is a social change agent with demonstrable capabilities to lead diverse teams towards development and implementation of strategies and a leadership culture that adds value and delivers positive impact to key stakeholders.

Francis has in the recent past served as President of Uganda Law Society, and through innovative leadership, several initiatives where rolled out in his tenure. One such initiative is the set up of the International Centre for Arbitration and Mediation in Kampala, a critical institution for the provision of Alternative Dispute Resolution services in Uganda. This was set up to provide a solution to the case backlog challenges, and as well improve the quality of dispute resolution that support the business community.

He is also currently working as Technical Advisor to LANDnet Uganda land project. He is also a Director with CEPIL Uganda, an initiative he helped found to improve the legal aspects around customary tenure in Northern

Uganda, to enable the positioning of the region as an agricultural power house. He is also working with his clients to develop strategies to enable them benefit from the local content legal framework in the oil and gas sector, and the expanded common market in East Africa.

Francis is a member of the East African Law Society, the Pan African Lawyers Union, and the International Bar Association. He is also a member of the Rotary Club of Kampala.

He is the Chairperson Public Procurement Disposal of Assets Appeals Tribunal, and is a member of the Judiciary Law Reform Committee, and the Judiciary Case Backlog Monitoring Committee amongst others.

Francis is a purpose driven individual who believes in giving back to society, and he is currently involved with a number of charities and church projects in Uganda. He is married with children.



#### **NELSON NERIMA**

Nelson Nerima holds a Masters of Law (LL.M) in Commercial and Corporate Law, University of London; a Bachelor of Laws (LL.B) (Hons) from Makerere University; and a Diploma Post Graduate Diploma from the Law Development Centre, Kampala.

He is an advocate practicing with Nambale, Nerima & Co. Advocates. He has been in private legal practice since 1998 and specializes in corporate and commercial law; land law; administrative law and civil litigation. He also practices as an insolvency practitioner

He undertakes consultancies for both public and private sector clients.

He has also attended numerous trainings and acquired additional competences as part of continuous legal education.

He served as a lecturer at the Law Development Centre from 2003 to 2015.

He published three textbooks- A Practical Guide to Company Law and Practice in Uganda, Uganda Insolvency Law Handbook and Essentials of Uganda's Employment Law

He is married with children.



#### **ENG. THOMAS ISANGA BROOKES**

Eng. Thomas Brookes Isanga is a holder of a Master of Science (International Construction Management) University of Bath, United Kingdom, 2017 and Bachelor of Science (Civil Engineering) Makerere University, Uganda, 1991.

He is a corporate Member of the Uganda Institute of Professional Engineers as well as a Registered Engineer with the Engineers Registration Board of Uganda.

He has over 30 years of experience in civil engineering infrastructure development from conceptualizing, planning, design, preparation of works documents and contract administration to technical assistance.

He has previously worked as a Consultant for Public Procurement and Public Disposal Authority (PPDA) of Uganda (2008-2009) in the area of monitoring compliance Central and Local Governments Procurement and Disposal Entities with the PPDA Act, Regulations and Guidelines.

Currently, he is one of the Directors of Professional Engineering Consultants Limited and Geotechnical Engineering and Technology Laboratory Limited.

He is married with children.



#### **GEOFFREY NUWAGIRA KAKIRA**

Geoffrey Nuwagira Kakira is a holder of a Master's Degree in Management Studies of Uganda Management Institute, Kampala, Post Graduate Diploma in Business Management of Makerere University/Uganda Management

Institute (UMI), Kampala, a Graduate Diploma in Purchasing and Supply of United Kingdom and a Bachelor of Science Degree of Makerere University.

He is a Certified Procurement Practitioner (CPP) member of the Institute of Procurement Professionals of Uganda (IPPU).

As a Procurement practitioner, he worked with National Water and Sewerage Corporation for 12 years and Public Procurement and Disposal of Public Assets Authority (PPDA) for 5 years before going into private practice in 2012. Over the last 9 years, he has been working as an individual Procurement Specialist/Consultant for International and Local Organisations/Agencies that include; World Bank, Adam Smith International, International Procurement Agency Africa Limited, PricewaterhouseCoopers Limited and GIZ Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH. In addition to the public sector engagements, Geoffrey also carries out procurement consultancy and advisory services to the private sector organisations. He lectured for 3 years on a part time basis in procurement and logistics degree and diploma courses at Uganda Christian University.

He has also served and is still serving on several governing Boards/Councils that include: Public Procurement and Disposal of Public Assets Appeals Tribunal (2020 to date), Mildmay Hospital- Uganda (Board member 2011-to date), All Saints' Cathedral, Kampala (Head of Laity /Council member 2009-2012), All Saints' Chapel, Lweza, Kampala (Head of Laity /Council member 2018-2021), Chairman Governing Board of Saints' Credit and Savings Cooperative Society (2017 to 2021) and Uganda Printing and Publishing Corporation (Board member 2013-2016), He is a Director/Senior Procurement Specialist/Consultant at Geoffrey Kakira & Associates Ltd. He is married to Verina Kakira and together blessed with three children and fears God.



#### PAUL KALUMBA

Paul Kalumba holds a Master of Science Degree in Procurement and Strategy from the University of Glamorgan, UK; a Masters of Business Administration from the University of South Wales, UK and a Bachelor of

Commerce Degree from Makerere University, Kampala. He is a Certified Public Private Partnership Specialist as well as Chartered Procurement Professional.

He is a Procurement Professional with over 15 Years of experience in both procurement practice and advisory across different sectors. His other areas of expertise include, Change Management, organizational assessments, Business Process Re-engineering, HR Advisory, Project/Program Monitoring and Evaluation as well as Independent Monitoring and Audit.

He has been involved in provision of procurement advisory services to various institutions in the public, private and NGO sectors in various countries including Uganda, Ethiopia, Rwanda, Kenya, Tanzania, Lesotho, South Sudan, Nigeria, Somalia, Somaliland, Liberia, Swaziland, Marshall Islands, South Africa, Cote D'Ivoire, Ghana and Botswana.

He is currently a Director for Advisory Services at Kisa & Associates, an Advisory Services firm domiciled in Uganda.