TACKLING AFRICA’S GOVERNANCE & DEVELOPMENT CHALLENGES THROUGH TRAINING, TECHNICAL ASSISTANCE AND DEVELOPMENT RESEARCH.
Governance Systems International (GSI) is a multi-disciplinary consulting firm providing technical expertise to national/sub national governments, private sector companies and CSOs in Uganda and other African Countries. Our multidisciplinary staff and associate professionals work as a network of renowned specialists in the technical areas of Decentralization and local governance, Public Finance Management, Water and sanitation, Environment and natural resources, Solid Waste Management, Agriculture and food security, Energy and Transport infrastructure, Urban development and private sector development. We support our clients at all levels of project management from identification, formulation, implementation, monitoring and evaluation of development projects and programs considering the fulfilment of social, economic, gender and environmental challenges. GSI implements projects and programs funded by European Commission (EC), World Bank, GIZ, KfW, DANIDA, AFD, European Investment Bank (EIB) and other local and international organizations. Our core values are Honesty, Integrity and Respect for people. They underpin all the work we do and are the foundation of our business.

GSI is a fully registered consultancy firm in Uganda with registration number: 128390, Tax Identification Number (TIN): 1000947798, PPDA Registration Number: PRV/SRVC/4122/OCT/15, National Social Security Fund (NSSF) number: NS079611NAK, UNGM Registration number: 394657 and USAID D-U-N-S Number: 850547445. GSI is also registered by Petroleum Authority of Uganda (PAU) on the National Supplier Database (NS-11153/18/0154) as a service provider under the oil and gas sector for 2018. GSI is prequalified by the Uganda’s Ministry of Local Government (MoLG) to provide consulting services for training and capacity building of Local governments in Uganda for 3 years (2017/18-2019/2020). GSI is also prequalified by the MoLG to provide consulting services for the following: Local Government Studies, environment assessment, feasibility studies including poverty, development and rural transformation for 3 years (2017/18-2019/2020). GSI’s detailed particulars can be accessed on the website: www.governancesystemsug.org
Since inception, GSI has completed major assignments in Uganda, delivering high-quality and cost-effective services that have promoted positive economic growth, institutional and social change as well as intelligent use of available resources. GSI has offered expertise and knowledge of the local settings and project management services to ensure effective implementation of projects for our local and international clients. GSI has worked on projects dealing with governance, food security, Energy, capacity building, water, environment and climate change. We have provided our clients with tailored consulting advice based upon relevant approaches and success cases drawn from our vast experience. We have adapted these practices to the clients’ specific situations by working closely with them. GSI’s department of Agriculture, Trade and Private Sector development provides consulting services in the field of Agricultural policy; Agribusiness development and food marketing; Agricultural production and marketing; Extension services; Community development; rural small and micro business development and Food security. With regards to promoting efficient agricultural services, GSI focuses on developing and strengthening food and non-food value chains in agribusiness through training and development research. Farmers still face enormous hurdles in gaining access to markets and inputs. GSI regards creating an enabling environment the most promising option to boost agricultural productivity. This can be achieved by linking farmers to markets more effectively through targeted investments in market places, rural roads, market information, and increasing access to finance.

GSI also provides business-focused solutions to help entrepreneurs in Uganda and other African countries work their way out of poverty with a focus on youth and woman-led enterprises. Our business development services are designed to help SMEs to increase both profitability and productivity and access high value markets so that they can realize their potential to help poor people work their way out of poverty, grow local economies and create jobs. GSI has assembled a team of professionals’ capable of providing consultancy services to a wide range of organizations. GSI supports SMEs in improved management practices, new investment and expansion, introduction of new products and services, and improvement of business productivity and profitability. Specifically, GSI works to increase opportunities for trade, employment, and investment by improving private sector productivity by providing a wide range of business development services (BDS) to encourage the establishment and growth of SMEs such as market research, business management, organizational development, marketing, financial management, customer service, accounting, cash flow and business plan development and human resources management.

GSI strengths
lie in the following:

- Quality Assurance, Project Monitoring and Technical Backstopping.
- GSI has a strong project management capacity for managing both long-term and short-term projects which lies in our organizational strong financial management and Human Resource systems.
- Strength of the expert team; Most of the experts fielded for this assignment have had experience in carrying out similar studies in Uganda and elsewhere in Africa.
- GSI’s clear understanding of the energy sector initiated by the government of Uganda.
- Strong technical writers with strong writing skills and a clear understanding of the requirements of the funding and donor agencies.
- We capitalize and build on previous experience and related lessons learnt.
- Clear understanding of the requirement of donor agencies which lies in our thorough knowledge of the local setting as well as the development policies, processes and procedures of the major funding agencies such as World Bank, DFID, KfW, EU including the Government of Uganda.
- Strong technical backstopping teams that include technical and operations team is in place to ensure continuity of the assignment.
The success of any consulting assignment primarily depends on the composition of the Consulting Team assembled to undertake the work, and the qualifications and ability of the individuals assigned to the project. GSI staff and Associate Experts represents a combination of skills, including a high degree of technical expertise in a number of disciplines and successful professional experience in international settings, with cross-cultural skills enabling them to work collaboratively with various personnel.

GSI fields a team leader for each assignment who plays the key role of ensuring the quality of the consultancy assignment on a day today basis. He/she is responsible for managing and guiding the consultancy team, planning and monitoring the progress of the assignment and outputs against the work plan, and maintaining an overview of the entire quality requirements of the assignment. He/she ensures that the co-ordination and working relationship between the consultancy team and client contact person is both effective and harmonious, since the success of the assignment rests on this relationship.

GSI believes in strong management and administrative guidance in support of consultancy assignments. The firm understands the necessity of providing its experts with consistent dependable quick-response technical support and administrative backstopping as well as the importance of strict adherence to project schedules.

GSI’s project planning and implementation experience demonstrates sound management practices, ensuring high quality and timely project outputs. These practices have proven high effective in understanding, anticipating and dealing successfully with the occasional and varied obstacles encountered in complex infrastructure and development projects.
AREAS WHERE WE HAVE WORKED:
Uganda, Kenya, Tanzania, Bukina Faso, Ethiopia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Ghana.

TARGET MARKET:
South Sudan, Somalia, Zimbabwe,
### FINAL EVALUATION OF THE MULTI SECTORAL ASSISTANCE TO SOUTH SUDANESE REFUGEES AND HOST COMMUNITIES IN WEST NILE (BIDIBIDI, PALORINYA AND RHINO CAMPS)- DEC 13TH 2018 TO 28TH FEBRUARY 2019

GSI conducted the final evaluation of the project to inform replication of best practices and future programming of similar and related interventions. The project was aimed at delivering life-saving and protection assistance to the most vulnerable South Sudanese refugees and host communities in Bidibidi, Palorinya and Rhino Camp settlements through 1) General and Child protection 2) Water and sanitation infrastructure and hygiene promotion 3) Livelihoods and cash-based interventions 4) Market development, financial services and enhanced coordination.

The client was Mercy Corps Uganda and its implementing partners: Save the Children, Care International, Oxfam International & Dan Church Aid and the assignment was implemented in twenty one months.

### IMPLEMENTATION SUPPORT FOR SUSTAINABLE FARMER BASED INSTITUTIONAL MANAGEMENT OF IRRIGATION SCHEMES’ LOT 2: MUBUKU II IN KASESE DISTRICT, DOHO II IN BUTALEJA DISTRICT AND NGENGE IN KWEEN DISTRICT- JUNE 2018 TO OCTOBER 2021

Governance Systems International and AESA East Africa Ltd are working with the farmers and all the stakeholders to achieve sustainable participatory irrigation water management and promoting commercial irrigated farming in the three selected intervention irrigation projects on behalf of Uganda’s Ministry of Water and Environment.

The Government of Uganda with financial assistance from the African Development Bank (AfDB) embarked on the construction of 5 medium irrigation schemes namely Mubuku II in Kasese District, Doho II in Butaleja District, Ngenge in Kween District, Tochi in Oyam District and Wadelai in Nebbi District under the Farm Income Enhancement and Forestry Conservation Project Phase II.

The aim of the project is to utilize the irrigation potential so as to increase farm production and productivity thereby increasing incomes, enhancing food security and improving the livelihoods of farmers and the beneficiary community as a whole.

### CUSTOMER CONNECTIONS, DISTRIBUTION SYSTEM LOSSES, DISTRIBUTION OPERATIONAL MAINTENANCE COSTS, INVESTMENT REQUIREMENT, QUALITY OF SERVICE, RELIABILITY OF SERVICE AND NON-COLLECTION- MARCH 2018 TO DECEMBER 2018

GSI is part of the consortium led by TATA Limited providing consultancy services for the study on the new customer connections, distribution system losses, distribution operation and maintenance costs, investment requirement, quality of service, reliability of service and non-collection rates for Umeme Limited.

The Client being Electricity Regulatory Authority/Government of Uganda.
UGANDA: KAMPALA WATER-LAKE VICTORIA WATSAN PROJECT IN UGANDA (PACKAGE 5B ACCOMPANIES MEASURES CONSULTANT). JANUARY 2017 - JANUARY 2021

GSI, GOPA Infra GmbH (Germany), Seureca (France) and Warner Consultants (Uganda) are working together to provide sustainable solutions to the water challenges, water supply and sanitation challenges in informal settlements of Kampala.

The project scope ranges from developing regulations, revising the institutional setup, and implementing a Sanitation Levy Fund (SLF) in Work Package 1; developing and implementing a Marketing and Sensitization Strategy as well as training modules in Work Package 2; supporting business of small scale entrepreneurs and implementing Operation & Maintenance (O&M) concepts for water supply and sanitation infrastructure in Work Package 3.

INTEGRATED PROGRAMME TO IMPROVE THE LIVING CONDITIONS IN GULU AND SMALL TOWNS EN ROUTE IN THE VICTORIA NILE CATCHMENT (IPILC) - SEPTEMBER 2017 - JUNE 2021

National Water and Sewerage Corporation (NWSC) and Gulu Municipal Council as the Project Executing Agencies (PEAs) are undertaking the implementation of the Integrated Programme to Improve the Living Conditions in Gulu and Small Towns en Route in the Victoria Nile Catchment (IPILC) with financial support from the German KfW Development Bank (KfW). The first project phase is currently carried out with financial support from World Bank and KfW.

GSI is part of the consortium led by Fichtner Water & Transportation GmbH (Germany) assisting in implementing 3 components, namely: Component 1: Water Supply and Sanitation; Component 2: Solid Waste Management and Surface Drainage and Component 3: Urban Development and pro-poor infrastructure development including project management and controlling.

The Gulu IPILC is a multisector, multi-facetted project being implemented following an integrated approach to further develop the water supply system, to develop a new water source, construct a sewerage system with sewerage and faecal sludge treatment plant, to develop public and private sanitation, to setup a working solid waste management system, to secure drainage in areas affected by flooding and to setup a physical development plan for providing planning security.

REORGANIZATION OF WATER SUPPLY AND SEWERAGE AREAS IN THE URBAN WATER AND SANITATION SUB-SECTOR IN UGANDA - APRIL 2016 - FEBRUARY 2017

GSI partnered with RODECO (Germany) in carrying out a comprehensive feasibility study on the most appropriate arrangement for the reorganization of the urban water and sewerage service areas in Uganda and to provide a platform to discuss and reach consensus with key stakeholders.

This nationwide study therefore identified alternatives and options for reorganizing urban water supply and sewerage areas across the country in the most effective way.

Ensuring that supply areas are brought into viable constellations in an equitable manner and smaller or less attractive population centers are not missed out of the process will be crucial for the overall success of the further reform process.
DEVELOPING BENEFIT SHARING ARRANGEMENTS FOR UGANDA’S NATIONAL REDD + STRATEGY - DECEMBER 2016 - MAY 2017

GSI partnered with Indufor Oy (Finland) in the review and assessment of the existing Benefit sharing arrangement options for the Uganda’s REDD+ programme.

The main objective of this assignment is to develop Benefit Sharing Arrangements for Uganda’s REDD+ Strategy that provides practical and implementable options for benefit sharing schemes based on, i) any existing schemes, ii) options which could be established with low to moderate level changes.

The assignment involves reviewing literature, consultations with targeted stakeholders in the assessment of existing benefit sharing arrangements in Uganda and in the formulation of options for benefit sharing arrangements for REDD+ in Uganda working closely with REDD + processes of SESA and other safeguards.

EVALUATION OF THE DEMOCRATIC GOVERNANCE FACILITY (DGF)’S CIVIC EDUCATION PROGRAMME - JANUARY 2015 - APRIL 2015

DGF has supported the establishment of a coherent set of civic education interventions. On this project, GSI worked together with Intermedia Development Consultant (IDC), Kenya to perform the following duties:

1. To assess outcomes of the programme in terms of increased understanding of democratic structures and processes, rights and responsibilities of citizens, and the practices of citizens’ participation in actions that monitor the provision of services and hold duty-bearers to account.
2. To document factors that promote or impede the achievement of the above objective, highlighting good civic education practices and pointing to how these can be replicated.
3. To assess how well the partnership approach of the DGF, and the capacity of implementing organizations, has led to effective civic education programming and delivery.
4. To appraise the extent to which the program’s monitoring system is able to capture outcomes (changes in attitudes and behaviors), as well as outputs (activities and their related products).
5. To assess how well the design of the civic education programme transitions to voter education.

REGIONAL FOOD SECURITY AND COMMON MARKET POLICY IN EAST AFRICAN COMMUNITY - OCTOBER 2014 - 2015

The study aimed to explore the extent to which customs Union and/or Common Market policies (CU/CMPs) can improve the region’s potential of food production and contribute to food security by improving poor people’s access to food and increasing returns to poor farmers for the food they produce.

In this context, the study analyzed trends in food production and regional trade, assess constraints in the supply chains between surplus and deficit areas and ascertain the possible impact of CU/CMPs on regional food trade.

This study carried out both retroactive and prospective analyses to provide insights on observed and potential impacts of CU/CMPs, including scenarios analyses, coherence and alignment of domestic policies and trade practices Vs. EAC agreements and other international commitments.
REVIEWING HUMAN RESOURCE MANUAL FOR UGANDA CHRISTIAN LAWYERS FRATERNITY (UCLF) - JUNE 2014 - AUGUST 2014

GSI’s role was to:
- Align the UCLF with all the labor laws of the country
- Include in the appendix an applicable Standard Job application form, appraisal form, leave form and other relevant human resource forms for UCLF
- Develop a substantial grievous/ Disciplinary procedure that will ensure a healthy working relationship between staff members themselves and between staff members and management.
- Review or include employee performance measurement and appraisals, employee development and training, employee rewarding and compensation plus development of an applicable salary structure.
- Extensive consultation with the Board of Directors, Key staff members and Human Resource Committee members of UCLF
- Provide for health insurance policy which is missing in the manual and at the same time applicable the organization.
- Recommend and if agreeable add any other policy that might be useful to the organization’s proper operation.

Simplify and induct the users of the manual to ensure that they understand it.

TECHNICAL ASSISTANCE IN PUBLIC SECTOR PROCUREMENT, FINANCIAL MANAGEMENT, MUNICIPAL FINANCES MOBILIZATION, TRANSPARENCY AND ACCOUNTABILITY - DECEMBER 2016 - MAY 2017

The overall program objective was to enhance the institutional performance of the 14 Program Municipal Local Governments to improve urban service delivery. The Program Municipalities include: Arua, Gulu, Lira, Soroti, Moroto, Mbale, Tororo, Jinja, Entebbe, Masaka, Mbarara, Kabale, Fort Portal and Hoima.

Description of actual services provided by your staff within the assignment:
GSI provided technical assistance to Moroto Municipal Council under the Uganda Support to Municipal Infrastructure Development Program (USMID), a government of Uganda program executed by the Ministry of Lands, Housing and Urban Development (MLHUD) and financed by World Bank.

GSI provided hands on technical assistance to Moroto Municipal Council aimed at improving Public Sector Procurement, Financial Management, Municipal Finances Mobilization, Transparency and Accountability for improved service delivery.

Specifically, GSI provided mentoring sessions to the Municipal Council officials in public procurement, governance as well as conducting Local revenue mobilization (LRM) assessment, updating the revenue registers, improving the billing and collection efficiencies aimed at increasing Municipal own-source revenue and accountability.
DDP MIDTERM REVIEW OF 8 DISTRICT LOCAL GOVERNMENTS AND 2 MUNICIPAL COUNCILS - DECEMBER 2016 - MAY 2017

The primary objective of the DDP mid-term review was to determine the extent to which the DDPs were aligned to the NDP.

- The review of the DDPs also in particular was to provide insight into the progress made towards achieving the NDP targets and objectives
- The review was to assess the performance of the DDP against the intended objectives, targets and desired results towards socioeconomic transformation.
- To review progress and challenges encountered during 30 months of implementation of the NDP
- To make recommendations for corrective implementation measures
- To guide priorities and studies for the next DDP

The specific objectives of the mid-term review are as follows:
1. Assess the extent of progress made towards achievement of the DDP objectives and the expected results;
2. Assess the extent to which the DDP has been adapted in guiding the planning and budgeting processes at the district level towards the achievement of national goals and priorities;
3. Assess progress made towards unlocking constraints to development at local government level;
4. Assess the extent to which the local government budget has been aligned to the NDP priorities; and
5. Make recommendations on policy changes required to enable successful DDP implementation.

TECHNICAL SUPPORT TO USAID/STRENGTHENING DECENTRALIZATION FOR SUSTAINABILITY (SDS) PARTNER DISTRICTS TO FACILITATE AND ROLL OUT THE DISTRICT MANAGEMENT IMPROVEMENT PLAN (DMIP) APPROACH IN THE TARGET 24 DISTRICTS - JUNE 2011 - JUNE 2012

Strengthening Decentralization for Sustainability (SDS) Program was a 5 year USAID program providing services to improve the results and sustainability of decentralized service delivery with initial emphasis on health, HIV/AIDS, education and services for orphans and other vulnerable children (OVCs). SDS is supporting the DMIP development process to help districts identify organizational and service delivery gaps.

Therefore, the DMIP process and implementation form the main vehicle for achieving Objective 2 of the SDS program i.e. "strengthening the capacity of districts and sub-counties to plan, budget, implement, coordinate, monitor and evaluate decentralized services by efficiently utilizing the GOU’s administrative and fiscal decentralization framework".

The DMIP expresses the district’s strategic interventions in social service delivery (education, health and Community services-OVC) and the attendant organizational improvements that are deemed necessary to strengthen/deepen decentralization and achieve sustainable outcomes.

PROCUREMENT AND DISPOSAL AUDITS OF UGANDA ELECTRICITY GENERATION COMPANY LTD (UEGCL) - MARCH 2011 - APRIL 2012

The Audit covered the review of the entire procurement process of 50 selected procurement cases under various funding arrangement including donor funded Projects of central government departments and local governments in Uganda. The audit specifically covered the following: Procurement Planning; Pre-qualification; review the effectiveness of pre-qualification process; Methods of identifying the suppliers; review how suppliers are identified and whether the method is in accordance with the law.
The Olutindo pilot project was therefore designed by RTI to improve citizen-government communications using innovative information technology with initial focus on health, education and public works. Using ICT and the power of information, the project is increasing accountability between local governments and their citizens.

The project is trying to improve lines of communications between citizens and the district officials around service delivery and increasing accountability.

GSI supported the project by conducting community sensitization programs to increase community awareness on issues of good governance, accountability and service delivery, facilitating stakeholders meetings, strengthening the newly formed voluntary social accountability committees (VSACs) including overall project monitoring.

Procurement and disposal audits GSI was involved in the Procurement and Disposal Audits of central government departments and local governments in Uganda and these include the following: Uganda Electricity Generation Company Ltd, Ministry of Education and Sports, the Office of the Prime Minister and the Uganda Prisons as well as the districts of Iganga, Kaliro, Bududa, Dokolo and Pader.

The BTI Workshops aimed at improving budget transparency at the local government level by working with key stakeholders—sub county councillors, technocrats, and citizens—to expand access to budget information, deepen accountability mechanisms, and ultimately improve service delivery provision.

GSI developed and implemented capacity building and technical assistance programs to the budget Transparency Initiative (BTI) targeting local government officials, community leaders and local opinion leaders (members of school management boards, water user and sanitation committees, NGO-affiliated community budget monitors) to demystify the complex budgetary processes, raise community awareness on public services with special emphasis on health, education, public works and water and sanitation, and empower them to analyze, interpret and communicate local government budget and performance data and to solicit feedback from government.

GSI with support from Innovation for Poverty Action (IPA), a New Jersey Non-Profit Corporation, with offices at 101 Whitney Avenue, New Haven, USA: developed the BTI Workshop Participant Handbook that is being used in the BTI workshops.
GSI Experts participated in Value for Money/Technical Audit for water and sanitation facilities for Directorate of Water Development in Ministry of Water, Lands and Environment in the Districts of Nebbi, Arua, Yumbe, Moyo and Adjumani conducted by BEC Engineers.

GSI Experts were responsible for assessing the Institutional/Organizational development of the district water office and its relationship with other supportive and collaborative departments like Finance, Administration, Health, Community development, planning at the district and lower levels.

GSI Experts were also responsible for identifying the training needs of the local authorities and district technical staff with regard to implementation of the district Water and Sanitation Programme.

Consultancy to conduct a baseline study for the PREEEP Module Funded by (BMZ) (3rd/10/2019-29th/2/2019).

The Promotion of Renewable Energy and Energy Efficiency Programme (PREEEP) is implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and the Ugandan Ministry of Energy and Mineral development (MEMD).

The main objective under this project is to improve the framework conditions for access to clean energy in rural and peri-urban areas. PREEEP is operating in four thematic areas/components: Policy, Market Development, Skills development, and Decentralization.

Governance Systems International is conducting the baseline study of the project in to collect both quantitative and qualitative data which will constitute the basis for project performance measurement.
SELECTED CONSULTING REFERENCES THAT BEST ILLUSTRATE QUALIFICATIONS AND EXPERIENCE
### REF NO.1
**PROJECT TITLE**
Consultancy to conduct a baseline study for the PREEEP Module

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<th>Origin of funding</th>
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**DETAILED DESCRIPTION OF PROJECT**

**MAIN DELIVERABLES / OUTPUTS:**
GSI is conducting the Promotion of Renewable Energy and Energy Efficiency Programme (PREEEP) is implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and the Ugandan Ministry of Energy and Mineral development (MEMD).

**POLICY OUTCOME INDICATOR:**
Two sector ministries have adopted the recommendations by the Ministry of Energy and Mineral Development (MEMD) for the integration of clean energy in sectoral planning documents.

**SPECIFIC TASKS**
- An assessment of how energy is already main streamed by key ministries and where key entry points are, to improve energy planning and implementation of energy solutions at the district level. The following (sector) ministries and agencies have been selected for scrutiny:
  1. Ministry of Health
  2. Ministry of Education and Sports
  3. Ministry of Local Government
  4. National Planning Authority
  5. Ministry of Finance, Planning and Economic Development
  6. Other (to be specified with GIZ PREEEP and MEMD at the beginning of the consultancy)

**TYPE AND SCOPE OF SERVICES PROVIDED**

GSI is conducting the final evaluation of the project to inform replication of best practices and future programming of similar and related interventions. The project is aimed at delivering life-saving and protection assistance to the most vulnerable South Sudanese refugees and host communities in Bidibidi, Palorinya and Rhino Camp settlements.

### REF NO.2
**PROJECT TITLE**
Final Evaluation of the Multi Sectoral Assistance to South Sudanese Refugees and Host communities in West Nile (Bidibidi, Palorinya and Rhino Camps)

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**DETAILED DESCRIPTION OF PROJECT**

**MAIN DELIVERABLES / OUTPUTS:**
GSI is conducting the final evaluation of the project to inform replication of best practices and future programming of similar and related interventions. The project is aimed at delivering life-saving and protection assistance to the most vulnerable South Sudanese refugees and host communities in Bidibidi, Palorinya and Rhino Camp settlements.

**TYPE AND SCOPE OF SERVICES PROVIDED**

GSI is conducting the final evaluation of the project to inform replication of best practices and future programming of similar and related interventions. The project is aimed at delivering life-saving and protection assistance to the most vulnerable South Sudanese refugees and host communities in Bidibidi, Palorinya and Rhino Camp settlements.

The project is aimed at delivering life-saving and protection assistance to the most vulnerable South Sudanese refugees and host communities in Bidibidi, Palorinya and Rhino Camp settlements.
### DETAILED DESCRIPTION OF PROJECT

The Government of Uganda (GoU) and the International Systems Governance (GSI) implemented reforms in the Electricity Supply Industry starting in the late 1990s. These reforms culminated into the enactment of the Electricity Act (1999) Cap.145. Some of the key objectives of these reforms were to reduce system losses, attract private investment, reduce the subsidy burden on government, and improve the overall commercial performance of the Electricity Supply industry.

The distribution assets owned by the Uganda Electricity Distribution Company Limited (UEDCL) were leased to a private company (Umeme Limited) under a 20-year concession effective 1st March 2005.

Consequently, the Electricity Regulatory Authority issued two licenses to Umeme Limited: the License for Distribution of Electricity (No. 047), and the License for Supply of Electricity (No. 048). The License for Supply of Electricity includes a Tariff Methodology (Annex A). The Tariff Methodology outlines the principles, guidelines and formulae for Tariff determination. The methodology is premised on a hybrid of a Rate of Return regulation and an Incentive Based Economic Regulation framework.

Under the Incentive Based Economic Regulation Framework, the Tariff Methodology provides for periodic review of the Tariff Performance Parameters of: New customer connections, Overall Distribution Loss (LF), Total Uncollected Debt Factor (TUCF), Distribution Operation and Maintenance Costs (DOMC), and Days Lag (DL).

The execution and implementation of activities are categorized into four key tasks: Stakeholder Engagement and Communication, Establishment of Sustainable Institutional Management of Irrigation Services, and Institutional Mechanisms, Business Value Chain / ICT Development for Irrigation Schemes.

### TYPE AND SCOPE OF SERVICES PROVIDED

GSI is part of the consortium led by TATA Power Delhi Distribution Ltd providing consultancy services for the study on the new customer connections, distribution system losses, distribution operation and maintenance costs, investment requirement, quality of service, reliability of service and non-collection rates for Umeme Limited.

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### DETAILED DESCRIPTION OF PROJECT

The Government of Uganda with financial assistance from the African Development Bank (AfDB) has embarked on the construction of 5 medium irrigation schemes namely Mubuku II in Kasese District, Doho II in Butaleja District, Ngenge in Kween District, Tochi in Oyam District and Wadelai in Nebbi District under the Farm Income Enhancement and Forestry Conservation Project Phase 2 aimed at increasing production potential of the schemes to defuse the increasing food shortage in the Country.

The aim of the project is to utilize the irrigation potential so as to increase farm production and productivity thereby increasing incomes, enhancing food security and improving the livelihoods of farmers and the beneficiary community as a whole.

However to achieve this, there is need to establish sustainable institutional management arrangements for the irrigation schemes based on farmer management organizations and value chain development for irrigated commodities.

### TYPE AND SCOPE OF SERVICES PROVIDED

GSI in joint venture with AESA East Africa are carrying out activities aimed at ensuring farmers’ and stakeholder involvement and participation at all stages of irrigation development, developing the capacity of Farmer Based Management Organizations to manage, operate and maintain the irrigation schemes, establishment of institutional mechanisms for sustainable commercial irrigation services and empowerment of farmers through Participatory Irrigation Water Management.

The execution and implementation of activities are categorized into four key tasks: Stakeholder Engagement and Communication, Establishment of Sustainable Farmer Based Management Organizations, Institutional Mechanisms, Business Value Chain / ICT Development for Irrigation Services, Capacity Development for Sustainable Institutional Management of Irrigation Services, and Participatory Irrigation Water Management (PIWM).
## EAGER - the East Africa Geothermal Energy Facility

EAGER is an independent advisory facility established in May 2015 and funded by the UK Department for International Development (DFID). Its aim is to provide high-quality, on-demand advice to public and private stakeholders involved in developing geothermal energy for power generation in Ethiopia, Kenya, Rwanda, Tanzania, and Uganda.

To attract private investors interested in developing or financing geothermal projects, there must be a transparent legal and regulatory framework in place which address issues such as geothermal resource rights, licensing and concessioning, and is properly enforced. There also needs to be a clear policy framework which ensures an attractive and robust set of tariff and pricing arrangements to reassure investors that they will be paid a fair return for their output.

EAGER is therefore providing advice to help put in place the right policy, regulatory and legal conditions to attract private investment in geothermal power generation across the five East African countries. Some of EAGER’s advisory services include:

- Policy advice relating to power and energy markets and the role of geothermal energy;
- Legal and regulatory advice to provide a framework for geothermal power generation;
- Capacity building in public institutions to enable implementation of geothermal policy and regulations;
- Advice to help introduce geothermal specific power purchase agreements (PPAs); and
- Dissemination of best practice on geothermal power generation, for example case studies on its practical application.

EAGER’s aim is to catalyse public as well as private investment regionally in clean and reliable geothermal power in order to increase access to electricity needed for increased economic development, and to help offset millions of tonnes of carbon emissions from alternative fossil-fuelled power generation plants.

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### Governance Systems International

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### REF NO.6 PROJECT TITLE

**Integrated Programme to Improve the Living Conditions in Gulu and Small Towns En Route in the Victoria Nile Catchment (IPILC). Contract Number: BMZ No.2013 65 790**

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<th>No of staff provided</th>
<th>Name of client</th>
<th>Origin of funding</th>
<th>Dates (start/ end)</th>
<th>Name of consortium members, if any</th>
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<tr>
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<td>KGW/GoU</td>
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<td>Fichtner Water &amp; Transportation GmbH (Germany), GOPA Infra GmbH (Germany) and M&amp;E Associates Ltd (Uganda)</td>
</tr>
</tbody>
</table>

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### DETAILED DESCRIPTION OF PROJECT

EGER is an independent advisory facility established in May 2015 and funded by the UK Department for International Development (DFID). Its aim is to provide high-quality, on-demand advice to public and private stakeholders involved in developing geothermal energy for power generation in Ethiopia, Kenya, Rwanda, Tanzania, and Uganda.

To attract private investors interested in developing or financing geothermal projects, there must be a transparent legal and regulatory framework in place which address issues such as geothermal resource rights, licensing and concessioning, and is properly enforced. There also needs to be a clear policy framework which ensures an attractive and robust set of tariff and pricing arrangements to reassure investors that they will be paid a fair return for their output.

EAGER is therefore providing advice to help put in place the right policy, regulatory and legal conditions to attract private investment in geothermal power generation across the five East African countries. Some of EAGER’s advisory services include:

- Policy advice relating to power and energy markets and the role of geothermal energy;
- Legal and regulatory advice to provide a framework for geothermal power generation;
- Capacity building in public institutions to enable implementation of geothermal policy and regulations;
- Advice to help introduce geothermal specific power purchase agreements (PPAs); and
- Dissemination of best practice on geothermal power generation, for example case studies on its practical application.

EAGER’s aim is to catalyse public as well as private investment regionally in clean and reliable geothermal power in order to increase access to electricity needed for increased economic development, and to help offset millions of tonnes of carbon emissions from alternative fossil-fuelled power generation plants.

GSI is part of the consortium led by Fichtner Water & Transportation GmbH (Germany) implementing the integrated programme to improve the living conditions in Gulu and small towns Enroute in the Victoria Nile catchment (IPILC). Phase 2 with financial support from the German KfW Development Bank (KfW) and Government of Uganda (GoU).

The consortium is assisting in implementing 3 components, namely:

- COMPONENT 1: Water Supply and Sanitation;
- COMPONENT 2: Solid Waste Management and Surface Drainage and
- COMPONENT 3: Urban Development and pre-poor infrastructure development including project management and controlling.

The Gulu IPILC is a multisector, multi-faceted project being implemented following an integrated approach to further develop the water supply system, to develop a new water source, construct a sewage system with sewerage and faecal sludge treatment plant, to develop public and private sanitation, to setup a working solid waste management system, to secure drainage in areas affected by flooding and to setup a physical development plan for providing planning security.

The consortium is assisting in implementing 3 components, namely:

- COMPONENT 1: Water Supply and Sanitation;
- COMPONENT 2: Solid Waste Management and Surface Drainage and
- COMPONENT 3: Urban Development and pre-poor infrastructure development including project management and controlling.

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The project deals with implementing very different measures in different sectors ranging from implementing physical infrastructure measures, carrying out information, Education and Communication (IEC) campaigns in informal settlements, creating legal, financial and administrative arrangements to delivering active support to the project executing agencies (PEAs).

---

### Integrated Programme to Improve the Living Conditions in Gulu and Small Towns En Route in the Victoria Nile Catchment (IPILC)

GSI is part of the consortium led by Fichtner Water & Transportation GmbH (Germany) implementing the integrated programme to improve the living conditions in Gulu and small towns Enroute in the Victoria Nile catchment (IPILC). Phase 2 with financial support from the German KfW Development Bank (KfW) and Government of Uganda (GoU).

The consortium is assisting in implementing 3 components, namely:

- COMPONENT 1: Water Supply and Sanitation;
- COMPONENT 2: Solid Waste Management and Surface Drainage and
- COMPONENT 3: Urban Development and pre-poor infrastructure development including project management and controlling.

The Gulu IPILC is a multisector, multi-faceted project being implemented following an integrated approach to further develop the water supply system, to develop a new water source, construct a sewage system with sewerage and faecal sludge treatment plant, to develop public and private sanitation, to setup a working solid waste management system, to secure drainage in areas affected by flooding and to setup a physical development plan for providing planning security.

The project deals with implementing very different measures in different sectors ranging from implementing physical infrastructure measures, carrying out information, Education and Communication (IEC) campaigns in informal settlements, creating legal, financial and administrative arrangements to delivering active support to the project executing agencies (PEAs).
### REF NO.7: Project Title

**Kampala Water-Lake Victoria WATSAN Package 5b Accompanying Measures for the Promotion of Improved Private Hygiene and Sanitation and Corresponding Services in the Informal Settlements of Kampala (AMC). Contract Number: BMZ No. 2010 66 034**

<table>
<thead>
<tr>
<th>Name of legal entity</th>
<th>Country</th>
<th>Overall contract value (EUR)</th>
<th>Proportion carried out by legal entity (%)</th>
<th>No of staff provided</th>
<th>Name of client</th>
<th>Origin of funding</th>
<th>Dates (start/end)</th>
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<td>01/2017-01/2021</td>
<td>GOPA Infra GmbH (Germany), Seureca (France) and Warner Consultants (Uganda)</td>
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#### DETAILED DESCRIPTION OF PROJECT

The project “Kampala Water – Lake Victoria Water and Sanitation” (NWSC) is supported by the KfW Entwicklungsbank (lead financing institution), the European Union - Africa Infrastructure Trust Fund (EU/AFD), the European Investment Bank (EIB), the AgenceFrancaise de Développement (AFD) and the Government of Uganda (GoU).

The unifying objective of its five components is to provide sustainable solutions to the water challenges in Kampala. The components are executed in seven packages, whereby the 5b package addresses water supply and sanitation challenges in informal settlements of Kampala.

The 5b Accompanying Measures Consultants (AMC) project scope ranges from developing regulations, revising the institutional setup, and implementing a Sanitation Levy Fund (SLF) in Work Package 1; developing and implementing a Marketing and Sensitization Strategy as well as training modules in Work Package 2; supporting business of small scale entrepreneurs and implementing Operation & Maintenance (O&M) concepts for water supply and sanitation infrastructure in Work Package 3; and promoting improved local revenue mobilization (LRM) in Work Package 4.

Specifically, GSI is responsible for social and sanitation marketing measures, training, community mobilization and provision of legal expertise in the establishment of a suitable legal & administrative framework for the Sanitation Levy Fund (SLF).

<table>
<thead>
<tr>
<th>REF NO.8: Project Title</th>
<th>Technical Assistance in Public Sector Procurement, Financial Management, Municipal Finances Mobilization, Transparency and Accountability (Proc Ref. no: Moro 762/SRVCs/16-17/USMID/00001)</th>
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#### DETAILED DESCRIPTION OF PROJECT

The Uganda Support to Municipal Infrastructure Development Program (USMID) is a government of Uganda program executed by the Ministry of Lands, Housing and Urban Development (MLHUD) and financed by a US$ 150 million dollar credit from the World Bank.

A government contribution of US$ 10 million dollars is made directly to local governments as development grants. The program became effective on 4th September 2013 and will end in December 2018.

The overall program objective is to enhance the institutional performance of the 14 Program Municipal Local Governments to improve urban service delivery.

The Program Municipalities include: Arua, Gulu, Lira, Soroti, Moroto, Mbale, Tororo, Jinja, Entebbe, Masaka, Mbarara, Kabale, Fort Portal and Hoima.

Support to Municipalities focuses on seven result areas:

1. Improved linkage between Municipal Physical Development Plan, Five year Development Plan and Annual Budget.
2. Improved Municipal Own Source Revenue (OSR).
3. Improved Procurement Management.
5. Improved Execution/Implementation of budget for improved urban service delivery.
6. Improved Accountability and Transparency (monitoring and communication).
7. Enhanced Environmental and Social Sustainability.

GSI provided technical assistance to Moroto Municipal Council under the Uganda Support to Municipal Infrastructure Development Program (USMID), a government of Uganda program executed by the Ministry of Lands, Housing and Urban Development (MLHUD) and financed by World Bank.

GSI provided hands on technical assistance to Moroto Municipal Council aimed at improving Public Sector Procurement, Financial Management, Municipal Finances Mobilization, Transparency and Accountability for improved service delivery. Specifically, GSI provided mentoring sessions to the Municipal Council’s officials in public procurement, governance as well as conducting Local revenue mobilization (LRM) assessment, updating the revenue registers, improving the billing and collection efficiencies aimed at increasing Municipal own-source revenue and accountability.
GIZ commissioned a study on the "Reorganisation of Water Supply and Sewerage Areas in the Urban Water and Sanitation Sub-Sector in Uganda" on behalf of the Ugandan Ministry of Water and Environment (MWE). Its objective is to reorganise the urban water supply and sewerage services in order to benefit from economies of scale. Currently, most piped water schemes in small towns and rural growth centres that are operated by the private sector and scheme operators cannot be run on an economically viable basis due to a small customer base, lack of technical, commercial and managerial capacities and other critical criteria.

Consequently, water supply and sanitation coverage rates but also service quality and sustainability did not yet reach the desired level. In addition, the quickly growing urban population puts more pressure on achieving more equitable and sustainable access to safe drinking water supply and sewerage services. The National Water and Sewerage Corporation (NWSC) plays a crucial role in increasing access to these services as the only public commercial utility and with an increasing number of serviced towns, however reaching all urban centres remains an economic and institutional challenge.

At present, water supply and sewerage services in 107 urban centres in Uganda are provided by NWSC, including Kampala and all larger urban centres. The remaining small towns (113) and rural growth centres (more than 1200) are under the responsibility of Local Governments with technical assistance from the MWE Directorate of Water Development (DWD) provided through regional umbrella organisations (UOs) for Water Supply & Sanitation and to some extent also the Water and Sanitation Development Facilities (WSDFs).

A nationwide study shall therefore identify alternatives and options for reorganising urban water supply and sewerage areas across the country in the most effective way. Ensuring that supply areas are brought into viable constellations in an equitable manner and smaller or less attractive population centres are not missed out of the process will be crucial for the overall success of the further reform process.

GSI partnered with RODECO (Germany) in carrying out a comprehensive feasibility study on the most appropriate arrangement for the reorganisation of the urban water and sewerage service areas in Uganda and to provide a platform to discuss and reach consensus with key stakeholders.

This nationwide study therefore identified alternatives and options for reorganising urban water supply and sewerage areas across the country in the most effective way. Ensuring that supply areas are brought into viable constellations in an equitable manner and smaller or less attractive population centres are not missed out of the process will be crucial for the overall success of the further reform process.

GSI partnered with Indufor Oy (Finland) in the review and assessment of the existing Benefit sharing arrangements for Uganda's REDD+ programme. Specifically GSI experts were involved in the following:

1. Assessing the effectiveness, efficiency and equity of the existing benefit sharing mechanisms in Uganda and within East Africa Region and their feasibility to be adapted to Uganda's REDD+ Strategy.
2. Identifying policy, legal provisions and regulatory frameworks, and civil society and political discourses influencing REDD+ benefit sharing.
3. Proposing weighted options of benefit sharing mechanisms for REDD+ and their delivery mechanisms.
4. Proposing weighted options for allocation of rights to actors within the proposed benefit sharing mechanisms.
5. Assessing risks associated with the successful application of the proposed benefit sharing options and their delivery mechanisms.
**Regional Food Security and Common Market Policy in East African Community**

**Evaluation of the Democratic Governance Facility (DGF)’s Civic education programme**

<table>
<thead>
<tr>
<th>Name of legal entity</th>
<th>Country</th>
<th>Overall contract value (USD)</th>
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**DETAILED DESCRIPTION OF PROJECT**

The DGF (2011–2016) was established by eight of Uganda’s international development partners (Austria, Denmark, Ireland, the Netherlands, Norway, Sweden, the UK and the European Union), in order to promote democracy and human rights, enhance access to justice, and improve accountability in Uganda.

Civic education and civic engagement are central to the DGF’s effort of improving democratic governance in Uganda. While the DGF civic education programme is managed by the Deepening Democracy component, citizen information and empowerment is critical to the achievement of many, if not all, of the DGF’s specific objectives across the three components. Citizen knowledge about civic rights and responsibilities are viewed as a necessary foundation for democratic participation, contributing to a more responsive and accountable political dispensation (Objective 1 of the Deepening Democracy component)

The implementation of the civic education programme began in March 2013 and will end in June 2015. The DGF has supported the establishment of a coherent set of civic education interventions, selected after a competitive ‘call for proposals’ process. Currently, DGF supports 16 civic education projects namely a resource center producing and disseminating civic education materials, a media project producing and broadcasting a radio drama series nationally (Rock point 256) and 14 community based projects delivering civic education interventions in their respective areas using various methods, with a presence in 80 of Uganda’s 112 districts.

1. To assess outcomes of the programme in terms of increased understanding of democratic structures and processes, rights and responsibilities of citizens, and the practices of citizens’ participation in actions that monitor the provision of services and hold duty-bearers to account.
2. To document factors that promote or impede the achievement of the above objective, highlighting good civic education practices and pointing to how these can be replicated.
3. To assess how well the partnership approach of the DGF, and the capacity of implementing organizations, has led to effective civic education programming and delivery.
4. To appraise the extent to which the programme’s monitoring system is able to capture outcomes (changes in attitudes and behaviours), as well as outputs (activities and their related products).
5. To assess how well the design of the civic education programme transitions to voter education.

**Regional Food Security and Common Market Policy in East African Community**

**Letter of contract no. 2014/346027**

<table>
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<tr>
<th>Name of legal entity</th>
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**DETAILED DESCRIPTION OF PROJECT**

The East African Community (EAC) region is frequently affected by food shortages, unstable food prices and pockets of hunger although the region has potential to produce enough food for its consumption as well as surplus for export.

Achieving food security in the region through increasing agricultural production and productivity, processing, marketing, trading and improving infrastructures such as storage and road network connectivity is one of the main objectives of EAC.

The EAC Agriculture and Rural development Policy (EAC-ARDP) recognizes the importance of eliminating hunger and ensuring sustainable food security within the region (including nutrition security and access to quality and sufficient food), promotes sustainable agriculture (with regard to crops, livestock, fisheries and forestry) and promotes effective agricultural markets and marketing systems within the community.

The present study aims to explore the extent to which customs Union and/or Common Market policies (CU/CMPs) can improve the region’s potential of food production and contribute to food security by improving poor people’s access to food and increasing returns to poor farmers for the food they produce. In this context, the study will analyse trends in food production and regional trade, assess constraints in the supply chains between surplus and deficit areas and ascertain the possible impact of CU/CMPs on regional food trade.

1. Analysis of the trends and characteristics of the supply and demand of major staple foods (cereals, milk and its derivatives, meat, edible oils and fruits and vegetables) at national and household level and the role of imports in meeting food needs (before and after the CU/CMPs).
2. Analysis of the trends and characteristics of food prices, including price levels in key points of supply chains in the EAC region, spikes and volatility of prices, extent of price integration within national boundaries and between bordering countries.
3. Analysis of the impact of regional trade on price stability and market integration, including in the context of other regional bodies and multilaterally.
4. Analysis of recent developments influencing or affecting the contribution of regional trade (both formal and informal) to food security with a focus on factors susceptible to be affected by CU/CMPs.


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**DETAILED DESCRIPTION OF PROJECT**

Review the current Uganda Christian Lawyers Fraternity (UCLF) Manual into one that is live and functional for the contemporary organization.

In order to achieve the overall assignment, UCLF shall avail a copy of the manual to be reviewed to the consultant upon signing of this agreement.

1. Align the UCLF with all the labour laws of the country
2. Develop a substantial grievous/ disciplinary procedure that will ensure a healthy working relationship between staff members themselves and between staff members and management.
3. Review or include employee performance measurement and appraisals, employee development and training, employee rewarding and compensation plus development of an applicable salary structure.
4. Extensive consultation with the Board of Directors. Key staff members and Human Resource Committee members of UCLF
5. Review and provide appropriate advice on any other policy that might be useful to the organization’s proper operation.
6. Simplify and induct the users of the manual to ensure that they understand it.
### Provision of Technical Assistance to Municipal Councils in Local Revenue generation and management

<table>
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<tr>
<th>Name of legal entity</th>
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<td>USAID and DFID</td>
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**Detailed Description of Project**

The Governance, Accountability, Participation and Performance (GAPP) Program is a seven-year effort under Contract AID-617-C-13-00002 that commenced in November 2012, initially solely funded by United States Agency for International Development (USAID) and with effect from January 2015, the United Kingdom's Department for International Development (DFID).

The Program is designed to strengthen the enabling environment for improved service delivery through increased participation and accountability. The Program initially was operational in 25 districts however with additional DFID funding, the program is now implemented in 35 focus districts by RTI International with its consortium partners Development Alternatives Inc. (DAI) and Development and Training Services (dTS).

To achieve its goal, GAPP will accomplish the following interlocking results:

- Improved legal, policy, regulatory and institutional environment to meet demands for more democratic governance (Component I)
- Improved fiscal management and accountability processes in the delivery of services in targeted districts and municipalities. (Component II)
- Improved capacity of citizens and communities to participate in local governance (Component III)

**Type and Scope of Services Provided**

GSI Experts provided hands on training and technical assistance to the seven year Uganda's Governance, Accountability, Participation and Performance (GAPP) Program funded by USAID and DFID implemented by RTI International.

Our key experts are provided training and technical assistance in improving locally raised revenues in the six Municipalities of Hoima, Masindi, Masaka, Mubende, Gulu and Lira. Specifically, GSI Experts provided hands on technical support in conducting Local revenue mobilization (LRM) assessment, updating the tax registers, improving awareness on public services with special emphasis on health, education, public works, water and sanitation, and mobilizing local government budget and performance data and to solicit feedback from government. GSI with support from Innovation for Poverty Action (IPA), a New Jersey Non-Profit Corporation, with offices at 101 Whitney Avenue, New Haven, USA; developed the BTI Workshop Participant Handbook that is being used in the BTI workshops.
### DETAILED DESCRIPTION OF PROJECT

#### PROJECT TITLE

**USAID/Strengthening Democratic Linkages in Uganda (LINKAGES) Activity.**

<table>
<thead>
<tr>
<th>Name of legal entity</th>
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<th>Overall contract value (USD)</th>
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#### DETAILED DESCRIPTION OF SERVICES PROVIDED

**USAID/Strengthening Democratic Linkages in Uganda (LINKAGES) activity** was designed to strengthen democratic linkages within and among the Parliament, selected local governments, and civil society groups in Uganda. Interventions were at the National level in the Parliament of Uganda, at the District level in 10 districts and 50 sub-counties within the 10 districts.

At the district and sub-county level, interventions focused on building the capacity of these institutions to more effectively identify key local development and national policy issues so that they may carry out their representational functions within the reinstated multi-party system; increasing democratic participation in political processes; improving institutional transparency and accountability; and ultimately, increasing and improving essential service delivery to constituents.

In particular at the local government level, LINKAGES focused on increasing local government capacity to respond to constituent needs and priorities and the strengthening of councils for improved representation and service delivery.

**GSI key Experts provided technical assistance (TA) to local governments in participatory planning and budgeting processes including local councils strengthening for a period of over three years.**

**GSI technical assistance helped the target local governments plan, implement, manage and evaluate public policies effectively and transparently.**

**GSI Experts were highly involved in helping the LINKAGES target local governments develop their three year rolling development plans incorporating needs and priorities of local people. In addition, GSI Experts were highly involved in providing training and technical assistance to local councils in the standard rules of procedure and strengthening council committees to function effectively and efficiently.**

**GSI Experts also provided training and technical support that improved local revenue performance in 20 selected sub-counties and town councils in the districts of Amotat, Kitugum, Pader and Arua. GSI Experts supported the sub-counties to establish their respective revenue potentials as well as improving their billing and collection efficiencies.**