

Name	Haji Abdul Nsubuga, PfMP, PMP, PMI-ACP.
Date of Birth	23 rd August 1969
Nationality	Ugandan
Profession	Project Management Profession & IT
Contacts	Tel: +256 77 6004733 / + 256 70 4004733 Email: nsubuga.abdul@yahoo.co.uk

Profile Overview

- I am a trailblazer in project management fraternity in Uganda, having been the Uganda's first certified Portfolio Management Professional (PfMP) in Dec 2024, Uganda's first certified Project Management Professional (PMP) since February 2007 and a seasoned Agile Certified Professional (ACP). I am a founding member, first President, and first Past President of the Project Management Institute (PMI) Uganda Chapter. Over the years, I have dedicated myself to training organizations and individuals, empowering many to achieve their Project Management Professional (PMP) certifications and elevate their project management capabilities; in addition to active project management practice.
- I hold a Master's degree in Computer Science, a Postgraduate Degree in Computer Science, a Bachelor's Degree in Science; and a series of specialized certificates in project management and ICT.
- I have over 28 years' experience working with large organizations both in public and private sectors; of which 18 years' experience have been in effective programme and project management; of which 7 years' experience in World Bank funded projects.
- I was Head of Secretariat of the National Security Information System (NSIS) – the National ID Project, which undertook the ever first mass registration of citizens and registered aliens in Uganda 2012 - 2015; and issued them with national IDs. I participated in the preparatory work for setting up of the National Identification & Registration Authority (NIRA). Participate in the system specification reviews, hardware dimensioning, procurement, installations and commissioning of printing machinery at NSIS center at Kololo; and coordinated day-to-day activities across participating Government Ministries, Agencies and Departments; and sensitizing the general public.
- I Spearheaded the setting up and successful implementation of 4 Programme Management Offices (PMO) at the National Information Technology Authority - Uganda (NITA-U), Warid Telecom Uganda, Warid Cote D'Ivoire in West Africa (both green fields) and at Uganda Telecom Ltd (UTL). I also successfully spearheaded the development of a National Information Technology Project Management Methodology adopted for IT programmes and Projects in Government of Uganda.

- I was a member of Technical Working Group for the development of the Public Investment Management System (PMIS) and Integrated Bank of Projects (IBP) in the Uganda's Ministry of Finance, Planning and Economic Planning
- I am familiar with World Bank funded projects procedures and guidelines. 2017 – 2021, I was a Consultant at Ministry of Education and Sports (MoES) as a **Project Coordinator for 2 Technical, Vocational Education & Training (TVET) reforms Skills Development Projects** worth USD \$ 125 Million funded by World Bank. I also spearheaded, as a Project Manager, the designing, pre-appraisal, appraisal and negotiations of a World Bank funded project called Regional Communications Infrastructure Program (RCIP) at NITA-U worth USD 75 Million, whose main objective was to start on Government's digitization journey. On World Bank's Board approval, I became the Project Coordinator during the implementation phase. While at MoES and NITA-U, I developed Project Operations Manuals based on financing agreements, detailed budgeted work plans, Project Monitoring & Evaluation Frameworks among others, which were effectiveness conditions and these helped successful implementation of those projects; and I also spearheaded in revisions exercises of the same documentation.
 - Key achievements as a Project Coordinator of the 2 TVET Skilling Uganda projects (*Albertine Region Sustainable Project – ARSDP*; and *Uganda Skills Development Project –USDP*) World Bank funded:
 - Developed effectiveness condition documentation like Project Operations Manual, detailed budgeted work plans; and implemented them, which resulted into effective project implementation
 - Provided leadership in planning, implementation, supervision and coordination of Project Coordination Unit (PCU) activities; and ensured that the project team was engaged, motivated and had hope. The project team included the following Specialists (2 Financial, 2 Procurement, 1 M&E, 1 Communication, 4 Social & Environmental Safeguards, 4 Engineers, 1 Architect, 2 Quantity Surveyors, 2 Agricultural Sector Specialists), 20 Clerk of Works; a Senior Project Manager and several Contract Management Teams seconded from the main Ministry. The projects had the following support staff: 2 Administrators, 8 drivers and 2 Office Attendants.
 - Provided day-to-day human resources function to the PCU team; and successfully performed semi-annual appraisals;
 - Maintained effective communication and coordination between PCU and stakeholders; that included World Bank, Ministry of Finance, MOES (Political Leadership, Top Management and Staff), Consultants, Local Government leadership, among others. Acted on all in-bound and out-bound correspondences / communications in a timely manner
 - Coordinated a massive procurements effort for both ARSDP & USDP, which included consultancies, works and equipment procurements worth USD 75 Million following World Bank procedures and guidelines in a period of 4 years

- Ensured timely processing of consultants and contractors' payments for received invoices, which resulted into improved disbursements and expenditures, which are key success factors for donor funded projects
 - Coordinated audit activities, supervised development of responses on issues raised in management papers; and kept on learning lessons from those audits
 - Provided leadership that enhanced visibility of the projects to stakeholders; and improved performance that amended the image of the MoES at the World Bank and Ministry of Finance. This was evidenced by the additional funds ARSDP received from other Components
 - Ensured quality assurance for all deliverables for both projects; and compliance to World Bank guidelines and procedures
- Provided Project Management expertise to Integrated Intelligent Computer Systems (IICS) Technologies, which is under the supervision of Ministry of ICT & National Guidance in Uganda charged to digitize all Government Regional Referral Hospitals and General Hospitals with Ministry of Health as the main user of the project outcomes. In an agile approach, integrated Hospitals Management Information System (iHMIS) is being developed and rolled out country wide. Participated in the development and reviewing of the Digital Health and Health Information Strategic Plan 2020/21 – 2024/25.
- I am a long time Project Management Profession (PMP); and a Project Management Institute (PMI) volunteer.

Academic Qualification

I have:

- 1) Master of Science in Computer Science, Makerere University, Kampala, Uganda, April 2005
- 2) Postgraduate Diploma in Computer Science, Makerere University, Kampala, Uganda, July 2002
- 3) Bachelors Science (Physics, Math), Makerere University, Kampala, Uganda, June, 1993

Professional Certifications

- 1) Portfolio Management Professional (**PfMP - 3993722**) – attained 17th Dec 2024
- 2) Certified Project Management Professional (**PMP - 455323**) – attained Feb 2007
- 3) Agile Certified Professional (ACP) – attained 29th May 2023

Membership in Professional Associations

1. Project Management Institute (PMI) (**Member ID. 820012**)
2. PMI Uganda Chapter (Founder; 1st President)

Professional Experiences

Professional Training

- 1) Attended various Global and regional PMI Leadership Trainings and exhibition; and Workshops (Presented papers in some)
- 2) Attended a series of World Bank procurement processes, financial management and Environmental & Social safeguards trainings (local trainings); and Project Coordinators forums
- 3) Attended the United States Telecommunication Training Institute (USTTI) series of management trainings in USA; sponsored by USAID and attained the following **diplomas**:
 - Deployment of ICT for the Next Billion People
 - Management Effectively in the Changing Telecommunications Environment
 - Key Trends in Evolution of the Public Network: a Management Perspective
- 4) Certificates in Managing By Project and Project Management, by X-Pert Group, South Africa

Employment Record (Full time)

Period	Duration	Employer	Position Held
Nov 2022 – To-date	Ongoing	Uganda Security Printing Company (USPC)	Projects Implementation Manager
July 2021 –Nov 2022	1 year; 5 months	Integrated Intelligent Computer Systems (IICS)Technologies	Project Management Expert
June 2019 – May 2021	2 years	Ministry of Education & Sports	Project Coordinator, World Bank Funded Projects
12 June 2017 – June 2019	2 years	Ministry of Education & Sports	Deputy Project Coordinator, World Bank Funded Projects
June 2011 – June 2017	6 Years	National Information Technology Authority - Uganda (NITA-U)	Programme Manager; Programme Management Office (PMO)
Apr 2009 – June 2011	2 years; 2 months	Warid Telecom Uganda (WTU)	Manager, Engineering Projects
Oct 2008 – Apr 2009	6 months	Warid Cote D'Ivoire (WCI)	GSM Project Management Consultant - PMO
Jun 2007 – Oct 2008	1 year, 4 months	Warid Telecom Uganda (WTU)	Ass Manager PMO
Jun 2006 – June 2007	1 Year	Uganda Telecom LTD (UTL)	Manager PMO
Jun 2003 – June 2006	3 years	Uganda Telecom LTD (UTL)	Business Systems Analyst / Project Manager
Mar 1998 – June 2003	5 years; 3 months	Uganda Telecom LTD (UTL)	Executive Engineer (Landline Telecom Switch)
Dec 1993 – Mar 1998	4 years; 3 months	Uganda Telecom LTD (UTL)	Pupil Engineer
TOTAL	31 years; ... months		

Employment Record (Part time)

Period	Duration	Employer	Position Held
2015 - To date	9 years	Pearl Project Management Synergies International (PPMSI)	Project Management Institute (PMI) Authorized

			Training Partner (ATP) Trainer; with PMI Badge
2005 - 2014	8 Years	Makerere University	Part time Lecturer
2005 - 2014	8 Years	Islamic University In Uganda (IUIU) – Kampala Campus	Part time Lecturer
TOTAL	17 years		

Contribution to Project Management Profession Development & Other Volunteer Life

- I am a Project Management Institute (PMI) Authorized Training Partner (ATP); with a PMI ATP Instructor Badge
- I have lectured project management and ICT courses at Makerere University in the then Faculty of Computing & IT and IUIU Kampala Campus on a part time basis for 8 years (2005 – 2014); supervised students’ research work and as a result I acquired a number of Professional Development Units (PDUs), required for my Project Management Professional (PMP) certification.
- I am a longtime volunteer of PMI, which has enhanced my project management skills; spearheaded the formation of PMI Uganda Chapter in 2014; the first Chapter President; and 1st Chapter Past President. Participated in professional exam questions writing at PMI, and I was a PMI Standards committee member, which reviewed the Risk management Chapter for PMBOK ver 5. I mentor and coach young project managers
- Attended PMI International Project Management Conferences in Johannesburg - South Africa; UK; Barcelona - Spain and Accra – Ghana. I am an advocate of project management profession in the region
- I am a member of Technical Working Group for the National Public Investment Project Implementation, Monitoring and Evaluation, Ministry of Finance & Economic Development

Selected Key Projects Worked on

Project Name	Albertine Region Sustainable Development Project (ARSDP) – Component 3
Source of Funding	World Bank
Organization	Ministry of Education and Sports
Project Stage	Implementation Stage
Assignment Duration	June 2019 to May 2021
Project Cost	Albertine Region Sustainable Development Project (ARSDP) – Component 3 – USD\$ 27 Million
Location	Uganda
Position Held:	Project Coordinator
Report To	Permanent Secretary
Management Level	Senior Management Level
Project Development Objectives:	- Skills development in Uganda in the TVET subsector; in Oil and Gas sector
Key Role:	- Coordinated the day to day management of the project's activities including planning and directing the project technical team to ensure timely implementation of the activities.
Achivements	- Developed effectiness condition documentation like Project Operations Manual, detaile budgted work plans; and implemented them - Turned round the project in 2 years from a very poor rating to Satisfactory world Bank rating - Provided technical project management expertise to World Bank's satisfactory rating - Effectively planned and delivered procurement effort to World Bank's satisfactory rating - Effectively planned and delivered financial effort to World Bank's satisfactory rating - Effectively planned and delivered Environmental & Social safeguards effort to World Bank's satisfactory rating - Increased project's absorption rate - Delivery of many deliverables and achievement of project results indicators / results framework - Efficient implemetation of bugeted workplan - Effectively kept the stakeholders informed and engaged; and they provided full support - Kept the project team focused on project deliverables and motivated - Improved image of the MoES' implementation performance at World Bank rating - Project was adquatly documented and archived Key Deliverables: - Delivered many deliverables and achievement of project results indicators / results framework

	- New Technical Vocational Education & Training (TVET) skills Curriculum developed through International twinning arrangements with 2 International Twinning Partners, in areas of Oil & Gas and General Construction related to Oil and Gas. - Based on new curriculum, over 10 technical workshops were designed and constructed in 2 Uganda Technical Colleges (Uganda Petroleum Institute Kigumba and UTC Kichwamba) - Based on new curriculum, technical training equipment were specified, procured and installed at the constructed workshops - Recruited and trained (in-country and offshore) Technical Instructors
Key Lessons Learnt / Experiences	- Planning and coordinating World Bank funded projects in an education sector - Planning and implementing projects in a public sector - Managing a project team of experts - Supervising Construction Contractors

Project Name	Uganda Skills Development Project (USDP)
Source of Funding	World Bank
Organization	Ministry of Education and Sports
Project Stage	Implementation Stage
Assignment Duration	June 2019 to May 2021
Project Cost	Uganda Skills Development Project (USDP) – USD\$ 100 Million
Location	Uganda
Position Held:	Project Coordinator
Report To	Permanent Secretary
Management Level	Senior Management Level
Project Development Objectives:	- Skills development in Uganda in the TVET subsector; TVET Reforms; in areas of Construction, Manufacturing and Agriculture
Key Role:	- Coordinated the day to day management of project activities including planning and directing the project technical team to ensure timely implementation of the activities.
Achievements	- Developed effectiveness condition documentation like Project Operations Manual, detailed budgeted work plans - Turned round the project in 2 years from a very poor rating to Satisfactory world Bank rating - Provided technical project management expertise to World Bank's satisfactory rating - Effectively planned and delivered procurement effort to World Bank's satisfactory rating; including procuring of a unique International Twinning Partners, the 1st of this nature - Effectively planned and delivered financial effort to World Bank's satisfactory rating

	- Effectively planned and delivered Environmental & Social safeguards effort to World Bank's satisfactory rating - Increased projects absorption rating - Efficient implementation of budgeted workplan - Effectively kept the stakeholders informed and engaged; and they provided full support - Kept the project team focused on project deliverables and motivated - Improved image of the MoES' implementation performance at World Bank rating - Project was adequately documented and archived Key Deliverables: - Delivered many deliverables and achievement of project results indicators / results framework - New Technical Vocational Education & Training (TVET) skills Curriculum developed through International twinning arrangements with 4 International Twinning Partners, in areas of General Construction, Road & Bridges Construction, Manufacturing and Agriculture. - Based on new curriculum, over 30 technical workshops were designed and constructed in 6 Uganda Technical Colleges (UTC Bushenyi, UTC Lira, UTC Elgon and Bukalasa Agricultural College) and 12 Vocational Technical Colleges across the country - Based on new curriculum, technical training equipment were specified, procured and installed at the constructed workshops - Recruited and trained (in-country and offshore) Technical Instructors - Developed TVET Management Information System - Developed TVET Rebranding & Marketing Strategy
Key Lessons Learnt / Experiences	- Planning and coordinating World Bank funded projects in an education sector, which is procurement heavy - Planning and implementing projects in a public sector - Managing a project team of experts - Supervising Construction Contractors

Project Name	Regional Communication Infrastructure Programme (RCIP) Implementation Phase
Source of Funding	World Bank
Organization	National Information Technology Authority – Uganda (NITA-U)
Project Stage	Implementation Stage
Assignment Duration	May 2016 - Dec 2016

Project Cost	54.4 Million SDR (US\$ 75 Million Equivalent)
Location	Uganda
Position Held:	Acting Project Coordinator
Report To	Director, Planning, Research & Development
Management Level	Senior Management Level
Project Development Objectives:	- Lower prices of international capacity and extend geographic reach of broadband network - Improve the Government's efficiency and transparency through e-Government applications
Key Role:	- Ensuring implementation of Project Appraisal Document (PAD), Project Implementation Manual (PIM) and Financing Agreement (FA) - Ensuring World Bank procedures and guidelines in procurement, financial and social safeguards management are followed - Planning and implementing projects in an agile environment - Ensuring legal covenants are timely implemented - Facilitating component owners and technical teams to develop Project Implementation Plans for 10 subprojects from the programme (RCIP) - Coordinating and facilitating development of Master Project Implementation Plan (MPIP) for the programme - Coordinated development of annual workplans and budgets - Monitoring and reporting MPIP implementation - Prepare and present programme reports to different stateholders - Coordinating all communications between NITA-U and World Bank (HQ and Country Office) in a timely manner - Coordinating procurement (of Goods, consultancies & non-consultancies) processes (from development of EOI/Bidding to no objections) for 50+ procurements worth US\$73 Million - Coordinating procurement, Financial and Safeguards trainings with World Bank for project implementation teams - Coordinate and follow up action items from World Bank missions - Ensure on-line bi-weekly project review meetings with Task Team Leader (TTL) - Stakeholders engagements and awareness about the project - Custodian of all project documentation - Participates in Programme Coordinators forums arranged by World Bank and Ministry of Finance
Achivements	- Expertise in managing World Bank funded projects at design and implementation stage
Key Lessons Learnt / Experiences	- Managing / Implementation of World Bank funded projects - World Bank procedures and guidelines at implementation stage - Key success factors at implementation stage

	- Stakeholders management with differing interests - Coordination of multi-subprojects through technical personnel - Seeking for No Objections from World Bank - Why Development Partner's funded projects fail
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Project Name	Regional Communication Infrastructure Programme (RCIP) Preparatory Phase - World Bank Funded
Source of Funding	World Bank
Organization	National Information Technology Authority – Uganda (NITA-U)
Project Stage	Project Appraisal Stage
Assignment Duration	Feb 2013 – May 2016 (3 years)
Location	Uganda
Position Held:	Project Manager
Report To	Project Sponsor
Management Level	Senior Management Level
Main Project Objective:	- Project Design, Appraisal, Negotiations and secure approvals(Governmnt & World Bank) for credit 54.4 Million SDR (US\$ 75 Million Equivalent)
Key Role:	- Facilitated setting up of the project governance team that implemented the project preparatory phase - Coordinated the project design, pre-appraisal and appraisal activities; which involved NITA-U, PPDA & Ministry of ICT and World Bank team - Participated in project negotiations and approval processes of Project Appraisal - Ensured World Bank procedures and guidelines in procurement, financial and social safeguards management were followed - Organizing effective World Bank Missions and follow ups action items listed in aide memoire - Developed Project Implementation Manual - Facilitated development of Procurement and financial management manuals of the project - Coordinated Environment and Social Management Framework (ESMF) and Resettlement Policy Framework (RPF) feasibility studies - Coordinated Vulnerable and Marginalized Groups Framework (VMGF) feasibility studies - Facilitated stakeholders engagement activities - Coordinated Government (Cabinet and Parliament) approval activities - Custodian of all project documentation
Achivements	- Expertise in World Bank procedures at project design, appraisal stage until effectiveness declarations - Followed up conditions of effectiveness in record time

Key Lessons Learnt / Experiences	- Project life cycle of World Bank funded projects - World Bank procedures and guidelines at pre-appraisal / appraisal stage - Key success factors at appraisal stage; for example managing the preparatory phase as a project; with proper governance structure and defined scope of work - Stakeholders engagement (World Bank team, Cabinet, Parliament, Mother Ministry, participating agencies etc.) - Engaging technical teams for effective designing of the project - Seeking for No Objections from World Bank
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Project Name	National Information Security System – National Biometric ID Project
Source of Funding	GOU
Organization	Ministry of Internal Affairs
Project Cost	Euro 128 Million
Project Duration	Nov 2013 – June 2015 (20 Month)
Location	Uganda
Position Held:	Interim Project Manager; Head of Secretariat
Report To	Project Steering Committee & Project Manager
Management Level	Expert Level (Project Management)
Main Project Objective:	Mass Civil Registration, Development of a National Biometric Civil Registry and Issue National Identity Cards
Key Role:	Interim Project Manager - Facilitated creation of Multisectoral Governance Structure from participating Ministries, Departments and Agencies (MDAs) - Secretary to the Multisectoral Project Steering Committee, which was chaired by Permanent Secretary, Ministry of Internal Affairs; with membership from Accounting Officers of participating MDAs - Chairperson and Head of Project Implementation Team (PIT) - Spearheaded development of draft work plan and budget Head of Secretariat - Provided leadership in development of mass civil registration strategy - Lead a team that developed a detailed roadmap and final budget - Provided leadership in the development and implementation of change management strategy - Performed stakeholders engagements at all levels (Prime Minister's Cabinet Subcommittee, National Coordination Committee, National Technical Committee, Regional, etc) - Prepared and made most of the project presentations (critical one: 1st Nov, 2013 I prepared and presented project roadmap and budget to Cabinet and were approved)

	- Facilitated and provided technical support to Minister, Ministry of Internal Affairs & National Coordinator at all stakeholders engagements (including Parliament) - Sensitized the whole country through media (radios and TV talkshows), regional, districts and subcounty engagements. Sensitized other sections of leaders like: Local Government leaders, religious leaders, traditional leaders, political leaders, among others - I was the custodian of project documentation and tracked civil registration and card issuance at National level and developed all the reports - Participated in the recruitment, training and mentoring of 1,000 + project staff
Achievements	- Working on the 1st Uganda Government Multisectoral project - Working on National-wide project - Implementing a national public project in an agile environment to produce quick results - Certificate of Recognition
Key Lessons Learnt / Experiences	- Project governance and leadership at national level - Managing multisectoral Government programmes and projects - Planning and budgeting for a nationwide activity(e.g. mass civil registration) - Coordinating national and high profile programmes and projects - Negotiations - Coordination of teams at different levels countrywide - Stakeholders management (including media fraternity) - Working with Security agencies (Army, Police, Intelligence, etc) - Stress and pressure management

Project Name	Setup Warid Telecom Operation - Uganda
Organization	Warid Telecom Uganda (WTU)
Project Duration	June 2007 – Oct2008 and April 2009 – June 2011 (3 Year 6 Months)
Location	Uganda
Position Held:	Ass Manager PMO - GSM
Report To	Warid International – Group Director of PMO/Launch
Management Level	Management Level
Main Project Objective:	Setup Warid Telecom Operation in Uganda
Key Role:	- Deputized the Launch Director - Setup WTU PMO department

	- Accelerated delivery of projects in a centralized and controlled environment - Established project management methodology and processes - Facilitated recruitment of PMO local resources - Ensured harmony across all domains and projects - Provide leadership in detailed projects risk management - Minimized business risks and maximized project efficiency across domains - Provided independent and unbiased advice to ensure realistic approach during entire rollout - Developed strong relationship with in-house and vendors' teams - Planning and overseeing implementation of all projects in a centralized approach - Provided leadership during projects initiations and development of project charters - On approval of project charters, I facilitated cross-function teams during detailed scoping, development of designs and BOQs - Provided leadership in project monitoring and evaluations to minimize surprises - Managed all projects documentation and was the custodian of all projects source of information - Prepared management reports for all projects - Trained, coached and mentored project managers who deliver projects or supervise contractors. - Internal trainer of project management in the company - Provided project management expertise in the development and management of a Master Project Implementation Plan (MPIP), with a Work Breakdown Structure (WBS) comprised of: • Engineering Scope ▪ GSM rollout, Wimax rollout, BTS Electrification, VSAT, ISP, Point of Interconnect, International Roaming, Metro fiber and Power & Fuel Monitoring system. • IT Scope ▪ Data centers, Business Support Systems (BSS), Enterprise Data Network (EDN) & IPT, ▪ IPCC and ERP. • Other Scope ▪ Customer Services setup ▪ Sales Channels setup ▪ Marketing setup ▪ Human Resources procedures and processes ▪ Finance procedures and processes ▪ Procurement & Logistics procedures and processes
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	Facilities acquisition (e.g. Sites acquisitions, Building Offices, Offices, furniture, etc)
Key Lessons Learnt / Experiences	- Working in a multicultural and mult-technological environments - Team building and keeping teams engaged - Working with teams located in different parts of the world - Planning and management of programmes with strict timelines - Vendors management and control - Contract management of multiple vendors/contractors - Risk management

Project Name	Setup Warid Telecom Operation - Warid Cote D'voire
Organization	Warid Cote D'Ivoire (WCI)
Project Duration	Oct 2008 – April 2009 (6 Months)
Location	Cote D'voire (Ivory Coast)
Position Held:	Project Management Consultant - PMO
Report To	Warid International – Group Director of PMO/Launch
Management Level	Project Management Consultant
Main Project Objective:	Setup Warid Telecom Operation in Ivory Coast
Key Role:	- Replicated the role played at WTU in setting up WIC operations
Key Lessons Learnt / Experiences	- Working in a francophone environment

Referees

Mr. Salim Makeera

Managing Partner
 Makeera & Co. Advocates
 Metropole House, Entebbe Rd. Plot 8/10
 G-11,
 P.O.BOX 23528
 TEL. 0414 254915/ 0772 449576
 Kampala, Uganda
 Email: salimmakeera@yahoo.com

Alex Kakooza

Permanent Secretary,
 Ministry of Office of Prime Minister
 Tel: 0772999911
 Email: kakooza8@yahoo.com

Dr. S.P. Kagoda

Former Permanent Secretary,
 Ministry of Internal Affairs
 Tel: 0772408133

Certification:

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



Signature

Date : July 2025