

Public Sector Consulting

Summary of Experience in Public Sector
Management Reforms in the Region



Range of Services

Audit and assurance

- Financial statements audit
- Report on internal controls
- Review report/engagements
- Agreed upon procedures
- Special attestation services
- Project audits and donor support

Tax Compliance

- Preparation and filing provisional and final tax returns
- Direct and indirect tax compliance
- Tax position reconciliation services
- Return examination services
- Payroll tax compliance
- Tax registration services
- Tax advisory services

Tax Consulting

- Transfer pricing
- International tax consulting
- Tax health check
- Tax opinion
- Tax planning and restructuring
- Dispute resolution
- Tax due diligence
- Tax litigation
- Exemptions, Refunds, Objections management and revenue audit management

Transaction Services

- Debt advisory
- Business Valuations
- Mergers & Acquisitions
- Financial due diligence

Business Consulting Services

- Business process reviews
- Enterprise Resource Planning (ERP) implementation
- Feasibility studies
- Transfer pricing advisory
- Business transformation
- Operations improvement
- Strategic consulting

Business Risk Services

- Internal audit
- AML/CFT compliance audit
- Regulatory services
- Risk modeling services
- EQAR (External Quality Assurance Reviews)

Forensic Investigation Services

- Forensic investigations
- Digital forensics
- Cybercrime
- Accounting irregularity/misconduct
- Expert dispute resolution and advisory

Human Resource Solutions

- SME development
- Organisation design & transformation
- HR policies development and review
- Recruitment and background checks
- Employment contract development and review
- Training and capacity building
- Immigration support
- HR legal compliance

Information Technology (IT) Advisory

- IT audit
- Cyber security
- IT security awareness training
- Data privacy compliance audit
- ICT post-implementation review
- ICT projects assurance
- Mobile & application security testing
- IT compliance framework verification
- IT policy review

Business Process Solutions

- Book keeping/financial accounting
- Monthly compliances
- Payroll and personnel administration
- Fund Management
- Compilation of financial statements
- Electronic Fiscal Receipting & Invoicing Solution (EFRIS)
- Virtual CFO

Corporate Secretarial

- Company Incorporation/entity setup
- Secretarial compliance and consulting
- Liquidations
- Agreements and MOUs
- Business licenses
- Work permit processing

About Grant Thornton

Grant Thornton is one of the world's leading organisations of independent assurance, tax and advisory firms.

**We embrace what makes each market unique.
On a global scale.**

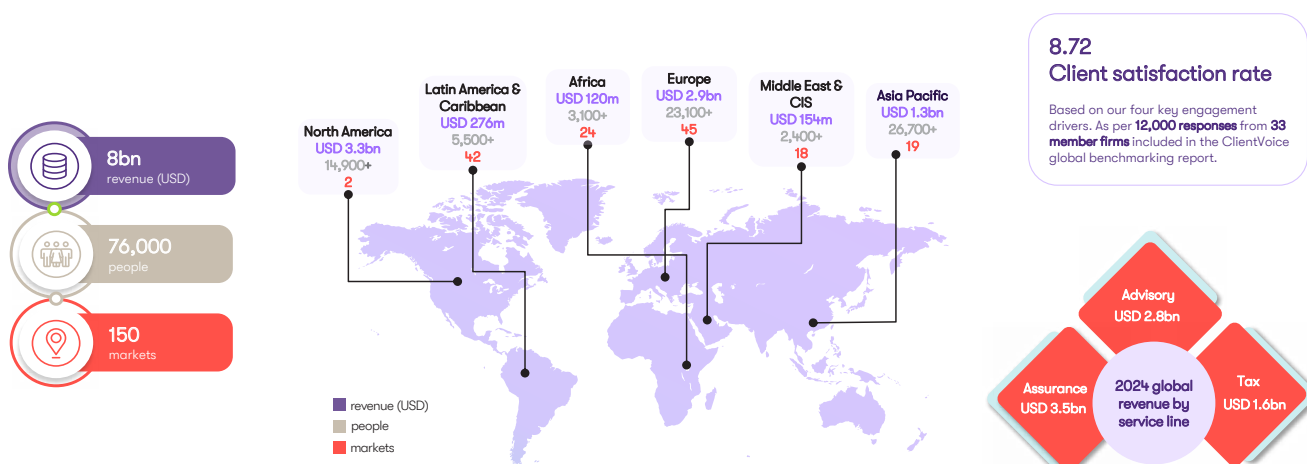
We are a global network of 76,000+ people in member firms in over 150 markets with a common goal — to help you realize your ambitions. Which is why our network combines global scale and capability with local insights and understanding. So, whether you're growing in one market or many, looking to operate more effectively, managing risk and regulation, or realizing stakeholder value, our member firms have the assurance, tax and advisory capabilities you need with the quality you expect.

**We are Grant Thornton.
Going beyond business as usual, so you can too.**

We invest in listening, building relationships and understanding your concerns to deliver an experience that's more personal, agile and proactive. We work at the pace that matters. Yours. That's why we celebrate fresh thinking and diverse perspectives to find better solutions. We don't predict the future. We help you shape it.

Visit us at www.gtuganda.co.ug today to find out how we can help you.

Focus on: Global At Grant Thornton, we go beyond business as usual, so you can too.



Data as at 30 September 2024

Africa

We have more than 100 years of experience working in Africa and a reputation for diligence, knowledge and independence.

Grant Thornton has strategically expanded its footprint across Africa, recognizing the vast potential and emerging opportunities in the region. The firm operates through member firms in several countries, including South Africa, Nigeria, Kenya, Egypt, Ghana, Uganda and many more. By leveraging local expertise and deep understanding of regional markets, Grant Thornton offers tailored solutions to meet the unique needs of businesses operating in Africa.

Grant Thornton's core objective in Africa is to support businesses of all sizes, from small and medium enterprises (SMEs) to large multinational corporations, in achieving sustainable growth and success. The firm provides a comprehensive range of services, including audit, tax, advisory, and consulting, enabling organizations to enhance operational efficiency, manage risks, and capitalize on emerging trends.

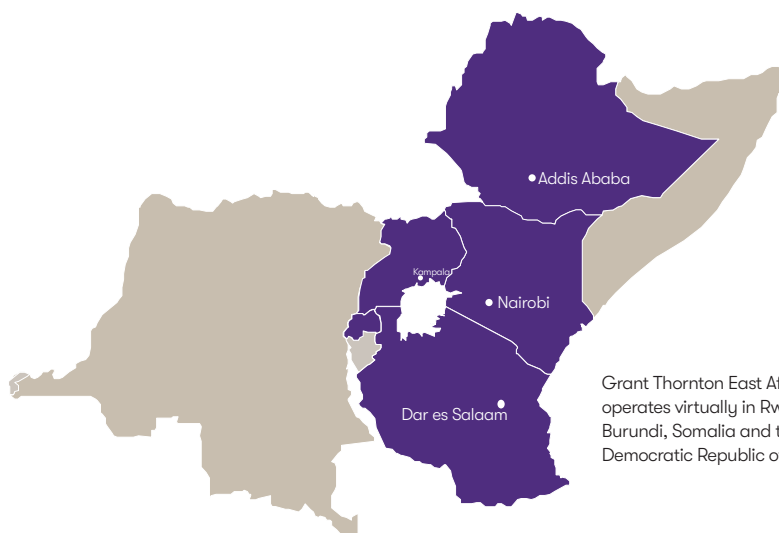


East Africa

We have been operating for over 30 years and have advanced from a traditional audit, accounting and tax practice to one that now offers a broad range of specialist advisory services to privately held businesses, public interest entities and the public sector.

We understand the value triggers behind successful transactions through collaborative dynamic teams with a wide financial, trade and operative background. Whether a client is considering a transaction to drive growth, developing and implementing the right controls to mitigate risk, or advancing finance and technology infrastructure to improve performance and enable new capabilities, the expertise of our member firms in the region can support our clients to achieve their goals.

We have wide range of clients from SMEs to large corporates. We serve almost all sectors of the economy, which include manufacturing, telecommunication, oil and gas, real estate and construction, insurance, banks, health and hospitality, agriculture, educational, not for profit and professional services sectors with family, parastatal and public interests alike. Our team comprises of world class business advisors whom our clients interact with. Our Advisory Services deliver value to clients through interconnected business lines revolving around transactional and operational advisory



Grant Thornton East Africa also operates virtually in Rwanda, Burundi, Somalia and the Democratic Republic of Congo



Jasmine Shah
Managing Partner

Our focus on people, clients, and community drives everything we do, ensuring that we not only meet but exceed expectations. We look forward to partnering with you to achieve your goals and make a positive impact together.



+500
Exceptional people



+1000
Dynamic clients



+90
Partners, Directors and Manager



+50%
International Clients



+80
Years Combined Experience

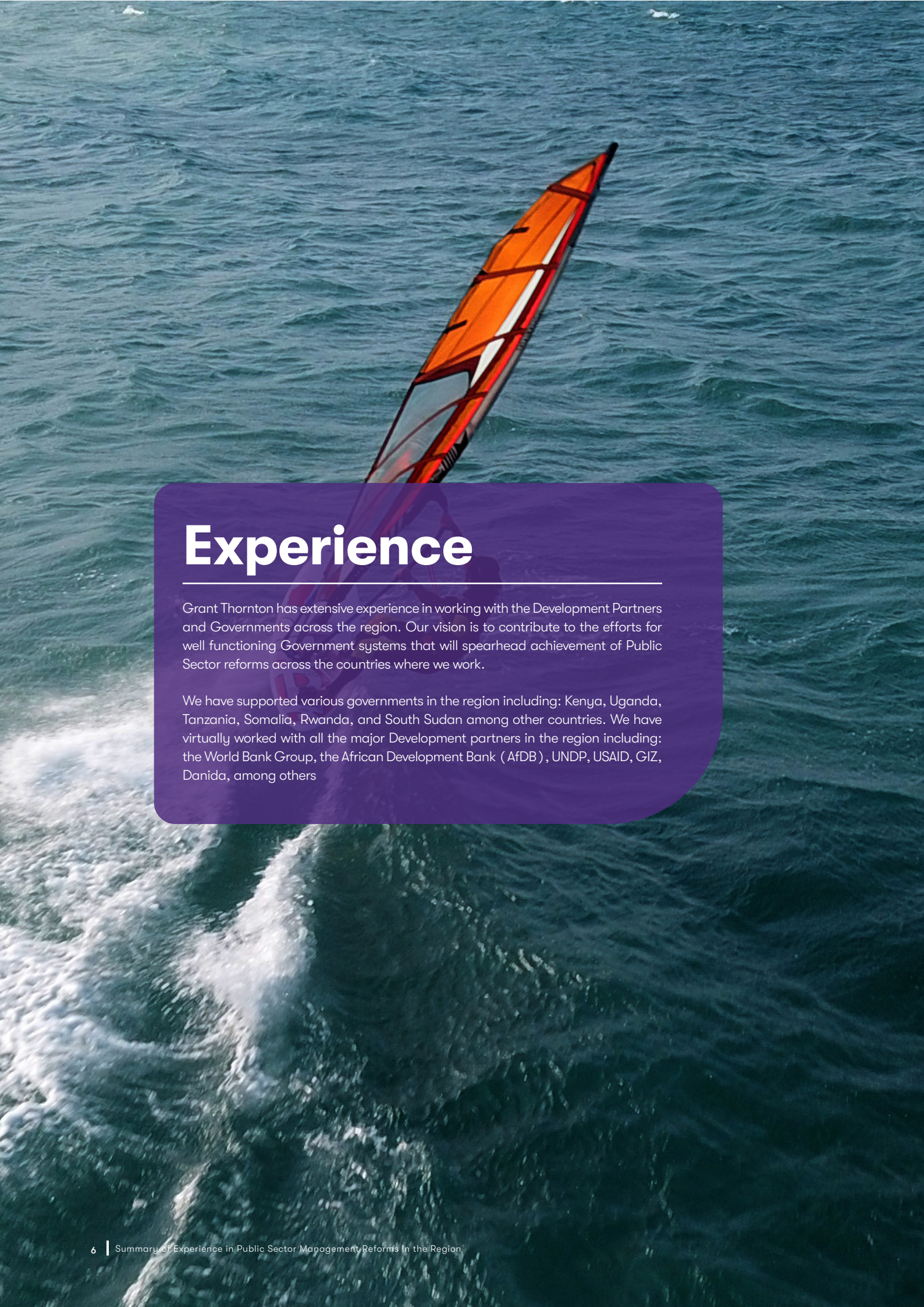
A woman with short dark hair, wearing a light-colored blazer over a white shirt, stands with her arms crossed. A semi-transparent purple rectangle is overlaid on the left side of her chest, containing the text "Solutions We Offer".

Solutions We Offer

Solutions We Offer

We are experts in different services and are able to tailor our approach to the particular requirements of the industry. Our market knowledge and technical expertise in a wide range of services allow us to deliver client service excellence in a seamless way.

Solution	Description
Public Financial Management	Finance Process Effectiveness, Asset Management, Fund management, Audit Remediation, Financial Statement Close Process, Finance Capacity Building, Revenue Mobilization
Public Sector Reform	Institutional Strengthening and Capacity Building, Change Management, Organizational Design and Effectiveness, Job Evaluation, Performance Management, Talent Management
Financial Intermediation	Business Development Services (BDS), MSME's Capacity Building, Capacity Building of PFIs, Baseline Surveys and M & Es.
IT Transformation	IFMIS, Revenue Mobilization Systems, eProcurement
Governance and Risk Management	Internal Audit, Risk Transformation, Risk Assurance, Audit Committee Effectiveness, Information Security, Cyber Security
Strategy and Operations	Strategy Development, Business Plans, Organizational Performance, Process Design and Improvement
Programme Management	Project Implementation Agent, Project Evaluations, Monitoring Agent, Fund Management Agents, Independent Verification Agents etc
Infrastructure and Transaction Advisory	Public Private Partnerships and Privatization



Experience

Grant Thornton has extensive experience in working with the Development Partners and Governments across the region. Our vision is to contribute to the efforts for well functioning Government systems that will spearhead achievement of Public Sector reforms across the countries where we work.

We have supported various governments in the region including: Kenya, Uganda, Tanzania, Somalia, Rwanda, and South Sudan among other countries. We have virtually worked with all the major Development partners in the region including: the World Bank Group, the African Development Bank (AfDB), UNDP, USAID, GIZ, Danida, among others

Summary of Grant Thornton Public Sector Consulting Experience

1. Provision of consultancy Services for the institutionalization and transition strategy for the Affordable Housing Board (ABH) in Kenya.
2. Consulting Services for the Development of Model Organizational Structures and Standard Human Resource Management Procedures for Urban Areas in Kenya, under the State Department for Housing and Urban Development.
3. Consultancy Services for Technical Assistance to Conduct Skills Mapping for EASTRIP Skill Areas in Kenya, Ministry of Education, State Department for Technical, Vocational Education and Training
4. Consultancy Services For Independent Verification Agent (IVA) for the Second Program for Strengthening Governance for Enabling Service Delivery and Public Investment Project in Kenya (GESDEK II), under the Kenya National Treasury.
5. Comprehensive Assessment and Planning for Auditor General Offices in Somalia.
6. Consultancy service for Independent Verification of Recurrent Cost and Reform Financing (RCRF) Project Phase III Eligible Expenditure Program of FY 2025/2026, Office of Auditor General – Federal Republic of Somalia.
7. Consultancy firm for the provision of Third-Party Financial Management Advisory Services to the MOH-CDC-CoAg Project for the FY 2024-2025, for Ministry of Health Uganda.
8. Development of Standard Operating Procedures that Support Administration of Government of Kenya's Land Commercialization Initiative, The World Bank Group
9. Undertaking an in-depth technical and fiduciary review of the Kenya Development Response to Displacement Impacts Project (KDRDIP), International Bank for Reconstruction and Development (IBRD)
10. Technical Assistance to the National Audit Chamber (NAC), Government of South Sudan
11. Technical Assistance to the Office of Auditor General, Government of Kenya
12. Technical Assistance to Support EASTRIP centres to develop Business Plans; Ministry of Education – State Department of Technical and Vocational Training, Government of Kenya
13. Independent Verification Agent for Somalia Capacity Advancement, Livelihood and Entrepreneurship, through Digital Uplift Project (SCALED-UP), The Federal Republic of Somalia, Ministry of Finance
14. Preparation of the Improve Quality of Life for the People of Africa Strategy, The African Development Bank
15. Identification of the demand for Business Development Services (BDS) by MSMEs in Somalia, Gargaara Company Ltd
16. Undertaking an independent verification for the Social Impact Incentives (SIINC) off-grid energy pilot program, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
17. Undertaking the Independent Verification of the Results-Based Financing (RBF) facility for the distribution of solar-powered water pumps under the Sustainable Energy for Smallholder Farmers (SEFFA) Project, Stichting SNV Netherlands Development Organisation, represented by SNV in Kenya
18. Long Term Agreement (LTA) for a roster of consulting firms in relation to the provision of pre- and post-investment advisory services to UNCDF investees and prospects; United Nations Capital Development Fund (UNCDF), Kenya, Uganda, Tanzania, Zambia, Malawi, Eswatini, and Ethiopia
19. Review of External Assistance Fiduciary Section (EAFS) Performance, PFM Controls, and Internal Audit TOR – Pillar 1 & 2, The World Bank Group Somalia
20. Financial Tracking of the Second Education Response Plan (ERP II) for refugees and host communities in Uganda, United Nations High Commissioner for Refugees (UNHCR), in Uganda
21. Partner Finance Management Strengthening Services for the Stimulating Agribusiness for Youth Employment – (SAYE) Project, Heifer Project International, Uganda
22. Support for Capacity Enhancement of Local Government in the preparation of PPP Guidelines, and development of a PPP project pipeline Uganda, The World Bank Group, Uganda
23. Feasibility Studies for 13 PPP Projects, Zanzibar, Tanzania; Ministry of Finance & Planning, Zanzibar; The World Bank Group, Tanzania

Brief Description of Services Rendered

Provision of consultancy Services for the institutionalization and transition strategy for the Affordable Housing Board (ABH), 2025-ongoing	Grant Thornton was contracted by the Affordable Housing Board (AHB) to developing a transition strategy of the Affordable Housing Programme from the State department of Housing and Urban development to the Affordable Housing Fund. The assignment includes review of previously development approaches for the AHB, deriving lessons from the pre-existing AHP and best case world wide scenarios, developing and operational model and organogram for the AHB's strategy and subsequently handholding the AHB in the implementation of the strategy.
Consulting Services for the Development of Model Organizational Structures and Standard Human Resource Management Procedures for Urban Areas in Kenya, 2025 – ongoing	Grant Thornton has been contracted by the State Department of Housing and Urban Development to develop model organizational structures and standard HRM procedures for urban areas in Kenya. Tasks undertaken include functional analysis, workload analysis, job analysis, developing model organization and grading structures.
Consultancy Services for Technical Assistance to Conduct Skills Mapping for EASTRIP Skill Areas, 2025 – ongoing	Grant Thornton has been contracted by the Ministry of Education under the State Department for Technical Vocational Education and Training to undertake Skills Mapping for EASTRIP skills areas in Kenya. The general objective of this assignment is to identify skills available, skills gaps and mismatches of TVET graduates in order to determine future skills demand in Kenya.
Consultancy Services For Independent Verification Agent (IVA) for the Second Program for Strengthening Governance for Enabling Service Delivery and Public Investment Project in Kenya (GESDEK II), 2025 – ongoing.	Grant Thornton was contracted by National Treasury and Economic Planning to provide consultancy Services for Independent Verification Agent for GESDEK II. The objective of the assignment is to provide technical support to the PFMR Secretariat to undertake verification of the GESDeK II Disbursement Linked Results (DLRs) using the verification protocol outlined by the program for the next 5 years.
Comprehensive Assessment and Planning for Auditor General Offices in Somalia, 2025 – ongoing.	Grant Thornton was contracted by the Office of Auditor General in Somalia under World Bank Somalia Enhancing Public Resource Management Project (SERP). The assessment involves providing stock of reforms carried out so far at FGS, FMS OAGS and Parliamentary and Budget Finance Committee, identify remaining gaps and provide recommendations on how to strengthen the three institutions to effectively perform their mandates.
Consultancy service for Independent Verification of Recurrent Cost and Reform Financing (RCRF) Project Phase III Eligible Expenditure Program of FY 2025/2026, 2025 – ongoing.	Grant Thornton has been engaged by the Federal Government of Somalia Office of Auditor General to undertake Independent Verification for RCRF project phase III. The objective of the assignment is to enable the OAGS to effectively take responsibility for verification of: a) FGS and FMS achievement of Performance Based Conditions (PBCs) and (b.) eligible expenditures under RCRF III.

Development of Standard Operating Procedures (SOPs) that Support Administration of Government of Kenya's Land Commercialization Initiative, The World Bank Group, Aug – Dec 2022	Grant Thornton was contracted by The International Finance Corporation (IFC) to develop Standard Operating Procedures (SOPs) for the Agricultural Transformation Office (ATO) for operationalizing the Land Commercial Initiative (LCI). The developed SOPs will be used for all routine activities related to the LCI.
Technical Assistance to the National Audit Chamber (NAC), Government of South Sudan:	Grant Thornton was contracted by the National Audit Chamber to undertake a Financial Audit of various World Bank financed Projects in various sectors including: Energy, Agriculture, Health, Roads & Infrastructure, Economic development and Humanitarian assistance. We also provided Local Government Audit services; and provided Capacity building to NAC staff.
Technical Assistance to the Office of Auditor General, Government of Kenya:	Grant Thornton was contracted to conduct an independent audit of Development Bank of Kenya and Consolidated Bank of Kenya activities / operations in line with International Standards on Auditing and International Financial Reporting Standards and issue an opinion on the financial statements.
Technical Assistance to Support EASTRIP centres to develop Business Plans; Ministry of Education – State Department of Technical and Vocational Training, Government of Kenya, 2022–2023	Grant Thornton was contracted by the Ministry of Education, Kenya to develop Business Plans for 5 TVET institutions. This involved conducting an Organization Review and Job Analysis as well as creating a Financial plan.
Independent Verification Agent for Somalia Capacity Advancement, Livelihood and Entrepreneurship, through Digital Uplift Project (SCALED-UP), The Federal Republic of Somalia, Ministry of Finance, 2022 – 2024	Grant Thornton was contracted by the Central Bank of Somalia as the Independent Verification Agent to verify the Performance Based Conditions (PBCs), related eligible expenditures and prepare periodic independent reviews preparation. This was done to confirm the accomplishments of the PBCs and the applicable eligible expenditures and make necessary proposals for disbursements.
Preparation of the Improve Quality of Life for the People of Africa Strategy, The African Development Bank (AfDB), 2021 – 2022	Grant Thornton was contracted by the AfDB to prepare the Improve Quality of Life for the People of Africa Strategy (High 5–5 Strategy) which brings together the three strategies: Water Sector strategy, Quality Healthcare Infrastructure strategy, and Gender strategy and the Skills for Employability and Productivity action plan into one coherent whole.
Identification of the demand for Business Development Services (BDS) by MSMEs in Somalia, Gargaara Company Ltd, 2022 – 2023	Grant Thornton was contracted by Gargaara Company Ltd in Somalia to inform the design of the Gargaara BDS program by identifying (i) key weaknesses in the MSME applications for Gargaara financing through provision of BDS services by specialized third parties to MSMEs; (ii) BDS needs in the different segments of the MSME sector; (iii) MSME willingness to pay for different BDS services; (iv) MSME incentives to seek and co-pay for BDS services; (v) most effective and efficient modalities/implementation arrangements to deliver BDS services to Somali MSMEs.

Undertaking an in-depth technical and fiduciary review of the Kenya Development Response to Displacement Impacts Project (KDRDIP), International Bank for Reconstruction and Development (IBRD), Jan – Aug 2023	Grant Thornton was contracted by the World Bank Group to verify KDRDIP project eligible expenditure, assessing internal controls and assessing project and institutional capacity to meet the community's needs.
Undertaking an independent verification for the Social Impact Incentives (SIINC) off-grid energy pilot program, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Grant Thornton was contracted by GIZ to reconcile sales data and conduct social impact validation in order to address the project objective to develop and test an efficient and impact-oriented, Results-based Financing (RBF) model for the off-grid energy sector.
Undertaking the Independent Verification of the Results-Based Financing (RBF) facility for the distribution of solar-powered water pumps under the Sustainable Energy for Smallholder Farmers (SEFFA) Project, Stichting SNV Netherlands Development Organisation, represented by SNV in Kenya, 2022 – 2023	Grant Thornton was contracted by SNV to verify sales data, customer data and the management/storage of project data on the Results-Based Financing (RBF) facility for the distribution of solar-powered water pumps under the Sustainable Energy for Smallholder Farmers (SEFFA) Project.
Review of External Assistance Fiduciary Section (EAFS) Performance, PFM Controls, and Internal Audit TOR – Pillar 1 & 2, The World Bank Group Somalia, May – Oct 2024	Grant Thornton was contracted by The World Bank Group to assess the effectiveness of the existing financial management arrangements at the EAFS, supported the Government to address emerging portfolio-wide expenditure accountability mechanisms, and make recommendations towards establishing and/or strengthening of the internal audit function. We were directly appointed by The World Bank Group in March 2024 to support all the 7 Federal Member States of Somalia.
Financial Tracking of the Second Education Response Plan (ERP II) for refugees and host communities in Uganda, United Nations High Commissioner for Refugees (UNHCR), in Uganda, Jan – April 2024	Grant Thornton was contracted by the UNHCR to conduct a comprehensive review of current ERP financing to evaluate the funds secured so far against the overall fundraising needs. This was done through engagement with implementing partners, EiE working groups, EDPs, other donors, and relevant government ministries. In addition, consultations with ERP partners and key EDPs were conducted to identify and assess potential sources and methodologies for tracking ERP funding, considering their advantages, disadvantages, and feasibility.
Partner Finance Management Strengthening Services for the Stimulating Agribusiness for Youth Employment – (SAYE) Project, Heifer Project International (HPI), Uganda, 2024 – 2025	Grant Thornton was contracted by HPI to oversee the financial management capacity strengthening program and compliance of the implementing partners to ensure the effective utilization of project resources. We conducted regular assessments/reviews to identify gaps and develop actions to ensure a sound financial management system, strong control environment and value for money.

Support for Capacity Enhancement of Local Government in the preparation of PPP Guidelines, and development of a PPP project pipeline Uganda, The World Bank Group, Uganda, Jan – Mar 2022	Grant Thornton was contracted by The World Bank Group to provide technical support to the PPP Unit to Modify and Customize PPP Guidelines for LGs: Study and Outline the process for Local Government PPPs, Support to Modify PPP Guidelines for LGs, Component 2: Enhance the capacity of LGs officials by conducting training, Component 3: Building capacities in Developing LG PPP pipeline, Rapid assessment of PPP project opportunities in LGs, Building capacity of LGs in Preparation of concept note, screening and prioritizing.
Technical Assistance to the National Audit Chamber (NAC), Government of South Sudan:	Grant Thornton was contracted by the National Audit Chamber to undertake a Financial Audit of various World Bank financed Projects in various sectors including: Energy, Agriculture, Health, Roads & Infrastructure, Economic development and Humanitarian assistance. We also provided Local Government Audit services; and provided Capacity building to NAC staff.
Long Term Agreement (LTA) for a roster of consulting firms in relation to the provision of pre- and post-investment advisory services to UNCDF investees and prospects; United Nations Capital Development Fund (UNCDF), Kenya, Uganda, Tanzania, Zambia, Malawi, Eswatini, and Ethiopia, 2023 – 2024	Grant Thornton was contracted by the UNCDF to provide technical assistance to their recipients. The scope of the technical support included: Pre-investment TA support or Investment Readiness advisory support, Post-Investment TA support or Core Business Areas advisory support and Impact and ESG support.
Feasibility Studies for 13 PPP Projects, Zanzibar, Tanzania; Ministry of Finance & Planning, Zanzibar; The World Bank Group, Tanzania, 2019 – 2021	Grant Thornton was contracted by The World Bank Group in Tanzania to conduct Feasibility Studies for 13 PPP Projects. For all 13 PPP Projects, Grant Thornton assisted in preparation of the over-all financial modelling & analysis to aid the project: viability, Risk analysis with mitigation mechanism, carried out Value for Money (VFM Test) by comparing the Public Sector Comparator (PSC) model and the PPP reference model, Preparation of Financial Statements and detailed financial analysis, Preparation of Fiscal Commitments and Contingent Liabilities (FCCL) and affordability Analysis, Preparation of Project structure & Implementation plan.



Development Partners and Government Ministries we work with

We have conducted assignments for the following organizations



The World Bank Group



African Development Bank



Gargaara Finance Limited



International Finance Corporation



German Cooperation



The Republic of Uganda



The Republic of Kenya



The Republic of Somalia



The Republic of South Sudan



Unlocking Public and Private Finance for the Poor

The United Nations Capital Development Fund



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“We go beyond business as usual to deliver a different experience. More personal, agile and proactive. We challenge conventions to find better solutions. So our people, clients and communities can positively shape tomorrow.”



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