

# THE SURVEYOR

ISSUE 6, APRIL 2021

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- L- Band, P2P, PPP



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# Editorial



Joel Mukisa Mawerere

## 2019, World shutdown, stay indoors to stay safe.

Two years later, the effects of COVID 19 are still felt to the dot even here at ISU. Much as social gatherings had been put on hold, I thank the editorial team for the commitment towards making this magazine come to life through online meetings-which has proved to be one of the positive effects of COVID 19.

Since this is the last magazine from the current publications committee, we extend our sincere gratitude to the sponsors, partners and NGOs that have supported us through serving the Institution for the past three years. Thanks to all. We hereby wish the incoming committee a wonderful term in office.

*Have a wonderful read.*



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**CALL FOR ARTICLES**

The editor welcomes articles and photographs for consideration. The Articles should be professionally relevant. We accept articles on personal experiences, opinions, promoting the future of the professions, policy advocacy and technological advancement. All articles and photographs should be sent to publication.isu@gmail.com

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**THE SURVEYOR**

The surveyor magazine is the official journal of the Institution of Surveyors of Uganda. It is an annual publication that voices out trends in the Geomatics sector. The surveyor is widely circulated to readers, relevant stake holders in the built Environment, government bodies, professionals (land surveying, quantity surveying, valuation), insurance companies, banks, real estate developers, members of parliament, embassies, academic institutions and the general public.



## FIG2021 E-Working Week Group Registration

- ✓ Normal registration rate is 100 euros and for those registering with ISU, Stand to enjoy 20% discount
- ✓ Register with Membership Services Officer Hellen Nabakooza 0787069529



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SMART SURVEYORS FOR LAND  
AND WATER MANAGEMENT  
**CHALLENGES IN A NEW REALITY**



# Presidents Message

Dear Surveyors,

**H**appy new year 2021 and welcome to the 6th Issue of The Surveyor Magazine. After probably the most difficult year that the world has witnessed in the last 100 years it is still worthwhile even in April to wish everyone a prosperous, productive and peaceful 2021. We are grateful to God who has given us the opportunity to still be alive and to serve humanity in the profession that we so dearly love. In this Issue, we celebrate life, resilience of our profession in the face of the COVID-19 pandemic and we honour leadership in our profession.

The 5th Pre-AGM conference will take place on 17th April, 2021 at Speke Resort Munyonyo under the theme -- “The Built Environment Resilience in the Context of Emerging Global Challenges”, which underscores the contribution of the surveying profession in responding to the COVID-19 pandemic, climate change, greenhouse gases, data privacy and other global challenges. With the ‘new normal’, our profession must respond to the above challenges by devising smart, evolving and applicable solutions to our clients. This conference gives us an opportunity to take stock, interrogate our contribution to society and chart a way forward towards creating a sustainable world for everyone. The Conference Keynote presentation by the Executive Director of Kampala Capital City Authority will address the transformation of the capital city into a smart and resilient city capable of facing the emerging challenges. This can serve as a template in identifying the role of the surveying profession in the sustainable development of the 7 new cities in Uganda. With a fascinating mix of presentations addressing issues ranging from data privacy and protection, client handling in the ‘new normal’ and a look at our role in the COVID-19 response and recovery, this conference promises to be one of the best we have ever organized.

As I conclude my term of service as President, I want to thank the members of the institution for giving me an opportunity to serve the profession that I love and treasure. It has been an



honour and privilege – the highlight of my professional career. My sincere appreciation to the sponsors and partners who have supported and continue to support the Institution. Your support has contributed immensely to the growth of the surveying profession in Uganda. To the colleagues I have served with on Council over the last three years and the secretariat staff – I am indebted to you.

To fellow surveyors and other readers, enjoy the articles in this issue. Kudos to our young editorial team for such a nice piece of work.

Enjoy, network as we move the surveying profession forward.

**Dr. Ronald Ssengendo**  
President

# Chairperson SRB message

Fellow Surveyors,

**I**t is unimaginable that a year has already flown past since I wrote my last message for the Surveyors Magazine, and what a year it has been. On behalf of my board members and myself, I thank God for “Thus far the LORD has helped us” and kept us alive through the worst days of the pandemic to date. For our colleagues who lost their lives to Covid 19, and loved ones to any other cause, may the good Lord rest their souls in eternal peace.

I have had a chance to take a sneak peek at this year’s surveyors Magazine, and I must say, I am yet again blown away by the content of this publication which seems to be getting better and better with each version. The diversity of topics discussed, the fluency in the authorship of the articles, and the general layout of the magazine is most impressive, and I must congratulate the editorial team on an excellent job well done. It is achievements like this that signify a coming of age of our profession, given the inclusivity of the teams involved, and the skills required to accomplish this.

The board is well into its final leg of its second two year term, and once again, I must commend the

unrelenting and selfless time, effort and commitment that the members dedicate to accomplish board business for the progression of the profession, financial and other challenges notwithstanding. It is not often that I get the opportunity or appropriate forum to share our achievements with you, so I will take this one and share just a few of them.

1. Completed and currently implementing the first ever draft strategic plan which will guide the Board’s activities for the next 5 years.
2. Streamlined the process for registration which has led to an increase in the number of applicants, frequency of candidate assessments and the number of new registrations per year.
3. Collaboration with Ministry of Lands, Housing and Urban Development (MLHUD) in reviewing and re-drafting: an amendment to the SRA, Valuation Bill, Survey and Mapping bill and Quantity Surveying Bill;
4. Drafted Bye-law on office regulation and inspection — seeking approval of the Minister. Other bye-laws are being drafted.
5. Organised training workshops and CPDs in collaboration with Royal Institute of Chartered Surveyors (RICS);
6. Improved collaboration with Institution of Surveyors of Uganda (ISU); (in the registration process and CPD trainings);
7. Rebranding of the Board’s corporate image — change of logo, Practicing stamps and certificates, relocation of office, expansion and improvement of the Board secretariat.





- 8. Handled Disciplinary cases - 7.No cases from the 17th SRB were successfully and amicably concluded, 10.No cases are in process under the 18th board.
- 9. In the process of fast tracking technology to facilitate workflows and processes at SRB which will increase efficiencies and revolutionise operations ;
- 10. All registered members are now fully captured on our database and within reach - physically and electronically should the need arise.
- 11. Conducted several CPD's on Pathway to Registration, and orientation of new Registered Surveyors especially on professional ethics and conduct
- 13. Participating in accreditation of Surveying courses with National Council of Higher Education- MOU signed to this effect
- 14. Improved network and stakeholder communications with MLHUD, Ministry of Works and Transport, Engineers Registration Board, Architects Registration Board, Uganda Bankers Association, NCHE etc

Over the last 12 months we have held a total of 26 meetings as follows:-

- 1. **Board Meetings** - 2 physical meetings & 4 virtual meetings.
- 2. **Membership & registration** - 7 physical meetings.
- 3. **Finance & Management** - 5 virtual meetings.
- 4. **Regulation & control** - 3 virtual meetings
- 5. **Disciplinary committee** - 5 physical meetings.

Total number of surveyors interviewed 81

Total number of candidates registered

- 1. Land surveyors 37
- 2. Valuation surveyors 15
- 3. Quantity surveyors 14
- Total of those differed 15.

As a board we are confident that the foundation and organisational systems and structures we have put in place thus far will stand the board of today and the future and the Institution in general in good stead to continue raising the bar in the promotion and development of the surveying profession of the future.This would have not been possible without the close collaboration we have nurtured with the ISU governing council, without compromising or diluting the autonomy of each party.

The future is bright and promising for surveyors, but we have a lot of work to do individually and collectively to change the narrative about our lack of professionalism and ethical standards. You can teach skills, but not attitude. It is the individual responsibility of each one of us to be intentional about our ethics and integrity as we carry out our duties. We also have the collective responsibility not to tarnish the reputation of the profession which is non discriminatory when it comes to apportioning blame. We are yet to build trust and confidence in our market, and will only do this by developing respected local standards, and ensure that we are well positioned to influence policy and embed our standards within the marketplace in order to protect consumers and businesses.

As we continue to navigate the uncharted waters of this Covid 19 pandemic, we cannot sit still lest we go with the flow and lose direction. We need to be intentional. imaginative and innovative. As Winston Churchill once said, "never squander a good crisis".

I look forward to reading the magazine in its entirety, and thank the editorial team once again for a great job with this publication.

God bless you all, and God bless ISU.

**Judy Rugasira Kyanda,**  
Chair, SRB

# INNOVATION THROUGH CRISIS: WOMEN IN THE PROFESSION ARE LEADING THE WAY

Celebrated on 8 March every year, International Women's Day is dedicated to honouring the achievements of women throughout history and around the globe. In the light of the pandemic, we asked female leaders across our profession to share how they have demonstrated their skills, knowledge and networks to lead COVID-19 response and recovery efforts effectively in a challenging year.



**Fatima Balfaqeeh Mrics**  
Managing Director, RKAH Legal Consultancy; Abu Dhabi, United Arab Emirates

As a UAE national who is an entrepreneur, an alternative dispute resolution (ADR) practitioner, a chartered facilities management surveyor and MD of my own legal consultancy firm, I have been considerably disrupted by COVID-19. My company was in the middle of the growth phase, when networking was essential for getting clients and presenting the services we can offer; but all those business development avenues came to a complete stop when the UAE imposed a lockdown.

I had to be quick to adapt to stay connected, not only to my existing clients but potential ones and my

network of fellow ADR practitioners, while facing the challenge that every working mum has in balancing virtual school and work.

I have adopted new time management techniques and telecommunication technologies, started engaging in virtual events, and hosted and conducted webinars with exciting topics and different languages. I didn't shy away from foreign markets either, which have presented a new set of possibilities.

Now my practice is more resilient and adaptable than ever, and we will keep incorporating what we learned during the pandemic for our advantage and that of our clients in the years ahead.



## Sheila Botting FRICS

Principal and President, Americas Professional Services, Avison Young; Toronto, Canada



Over the past decade, I've focused on engaging with real estate as an opportunity to transform an organisation or business. Changing the physical environment often provides a chance to change the way we live, work, shop and play. For example, I have long advocated for real estate to create more human-focused spaces.

As we have navigated the pandemic, it's become clear that we will not return to offices in the same way as before. At Avison Young, we quickly activated our workplace guidance for clients, X Factor which is designed for

the human experience. This responds to accelerating transformation and addresses our client's real-estate challenges, extending from workplace strategy through to implementation.

On to the lenses of work, worker and workplace, we layer key analytics from business intelligence and technology to identify the range of potential approaches. In all our discussions, we place human experience at the centre to provide economic, environmental and social value. While some propose that the office is dead, we fundamentally believe that the workplace will transform in the war for talent, to create a hub that embodies culture, innovation and the development of people

## Angela Forbes FRICS

Chief Executive, BuildForce; London, UK



When our country went into lockdown, I felt an instinctive sense of duty and responsibility. In the first instance, it was important to give our team time to think: headspace to resolve their own family situations during these unprecedented times. Then, as we came together, we were focused and united in our responsibility to support former military personnel in construction.

Defining our strategy in response to the constraints of the pandemic gave us a sense of direction and enabled

collaboration on the detail. The overwhelming alignment among the team was palpable. The need for our services and our passion to help were running in parallel, which motivated the team for what would be exhausting months ahead and great sacrifice of personal time.

Decisions had to be made to safeguard the company that required the support of the whole team and, because we were honest and transparent, this was forthcoming. Empowerment comes from trust and giving the team the ability to shape decisions that create our future.

## Elizabeth Natukunda Mwebesa MRICS

Director, Turner & Townsend; Kampala, Uganda



Uganda began a nationwide lockdown in March 2020 for four months, which involved closing borders, shutting down public transport and limiting movement to essential workers alone. Construction sites could only be kept open under special conditions.

Turner & Townsend East Africa developed a business continuity plan serving as a guide for staff during the pandemic. I had to make sure that my team maintained an uninterrupted, quality service for our clients, which was not easy when there was so much uncertainty in both our professional and personal lives. I decided to establish communication protocols both internally and externally through

weekly meetings and WhatsApp groups. We discussed well-being and the challenges my team experienced in project implementation.

Some of our clients considered project closures or suspension of services, while other projects could be serviced remotely. I encouraged the team to engage with clients on a daily basis to understand their specific needs. As a result, we found opportunities to offer new service lines such as contract services and claims, reviewing existing business plans, evaluating tenders and benchmarking costs. I promoted and encouraged the use of new technology to improve efficiency and productivity. My team has been through a very tough and challenging time, and I am proud that together we were there for our clients when they needed us most.

## Sangeeta Prasad FRICS

Strategic Adviser and former MD and CEO, Mahindra Lifespaces, and RICS South Asia board member; Mumbai, India



COVID-19 struck us a deep blow, for which we were completely unprepared. The first few days were difficult.

In fact, we told our colleagues to work from home before the state imposed a complete lockdown. We galvanised the tech team to ensure we remained regularly connected with our employees, as they were the conduit to our customers and other stakeholders. We ensured that contract workers had safe working environments and regular health check-ups, and we arranged travel back home for our migrant workers.

We sent written communications to all our customers, giving them information on the protocol being followed for health and safety, and provided employee contacts so they could get their queries addressed.

We were also cognisant of financial constraints, and offered flexibility of payments on a case-by-case basis. Transparent two-way communication, timeliness and empathy were the pillars on which we built our strategy, to keep our customers and other stakeholders connected and assured. The most important lesson was that being agile and resilient were more important than just being prepared.





Source www.rics.org

## Sunny Ping Zhang FRICS

Executive Director, Citic Capital, RICS China advisory board member, and RICS Asia educational standard board member; Beijing, China

With the unprecedented challenge of COVID-19, online meetings, online shopping and online learning became key words for most people in China in the first few months of 2020. I led some virtual discussions with many professionals, including MRICS and FRICS, on the impact of the pandemic on China's real-estate market and what investors, operators and landlords should do. As the pandemic gradually comes under control, economic activities have been recovering step by step.

I planned and chaired a webinar on real-estate investment trusts and asset management for a series that the RICS World Built Environment Forum organised last June. Working

with the RICS China team, we invited four popular speakers from Beijing, Shanghai and Guangzhou to share professional insights with members online.

Last July, I was also invited to join RICS WBEF in Shanghai and hosted a panel discussion with four chief information officers on the subject of real-estate investment market outlook after the pandemic. Meanwhile, as a professor at the Renmin University of China, I completed eight courses for MBA students, with a few experts to share fresh views on finance and real estate. Even though the situation remains difficult, I am maintaining a positive attitude and never stop moving forward.



We construction professionals ranging from Architects, Engineers, Surveyors, masons etc have at least a duty and roles to play at the different construction stages Concept, design, construction and operation to curb down and further reduce the catastrophic results that emanate from bathroom falls. According to a recent survey by CDC (Centre for Disease Control and Prevention) 230,000 people are injured in bathroom each year. In Africa data and statistics regarding this topic is quite scarce and not readily available. Uganda alone we have lost a couple of high profile people such as late Chameleon's brother AK47, former Lord Mayor Hajj Nasser sebgala as well many of our loved ones in each of our individual families and friends all whom have succumbed to the bath room falls.

Wash room come and with a variety of designs, size, shapes, fittings, fixtures, opulence etc. however Irrespective of

all this or to what type structure to which it is situated be it slums or the properly planned urban dwellings and apartments this can be best related to the saying that's what good for the goose it's also good for the gander. Therefore the dangers and threats posed by our marvelous areas of convenience can be extinguished further down amicably by taking serious some of the basic construction concepts, embracing new construction technologies and proper housekeeping but above all allowing professional do their work without any constraints otherwise you can never blame the baker when the butcher bakes the bread. That said here are some tips on how to improve on our bathroom safety.

During design and construction care is to be taken to ensure that the screeding and floor finishes in wash rooms are slanted towards the floor drain outlet. This way all water in bathroom used or unused as soon as it splashes on the

floor it flows by gravity and out in the drain reducing chances of potential stagnation of soapy scum. Floor finishes should be of "non-slip" type that is to say tiles, Terrazo or otherwise these do prevent slipping. Clients have a tendency of just choosing tiles types because it's appealing to their eyes but not taking into consideration this paramount fact it's appoint worth taking note during construction.



By **Ayoub Makhtoum**  
Graduate Quantity Surveyor Bsc.  
BE (Hons)

# Bath Room Falls, A SILENT KILLER ARE YOU SAFE?

Bathroom, Washrooms, toilets, wet areas, loo, places of convenience name it as you wish are among the places that we frequent on daily basis yet of late have turned to be among the deadliest in our very own backyard owing to a simple fact that a slight slip in these areas has always either claimed lives, permanent neurological disability, fractures, dislocations, injuries or wounds to say the least. Falls associated to

these places of convenience cut across all age groups young and old however and effects may vary. Bathrooms can be a dangerous place most especially for seniors. The floors are slick, the surfaces are wet, the space is small and everything is hard. Ideally if you were to fall, there is a good chance that in addition to the impact of hitting the floor you will hit some part of your body-head, knee, and shoulder on a cabinet or fixture.



Installing grab rails-In the shower, bedsides the tub and toilet or as may be necessary. These ones do perform two essential functions. The first one being that they give the user something to grip when moving in and out of the tub or getting on and off the toilet. Secondly in the case of a fall grab rails will be there for one to grab before falling.

Improving visibility-For many elderly people frequent urination at night is a common phenomenon and as such by

installing night lights that illuminate the walk-way from the bedroom to the bathroom the chances of fall and injury are reduced.

Placing shelves at eye levels to avoid bending to look up items- this way the elderly wont to reach up into the cabinet or bend down to look into the vanity to get shampoo, toilet paper, tooth paste etc.

Regular cleaning and removing stagnated soap scum-this if not removed it can leave surfaces slippery increasing chances of a fall and hence injuries.

Remove obstacles-Bathroom safety can be improved by removing items that are easily tripped over. One of the biggest risk for the elderly is tripping over the side of their bath tub. Installing a walk-in shower or tub or cabin can prevent this from occurring.

## LAND ACQUISITION



By **Christine Mawanga**  
BSc, (Hons) Land Economics,  
MUK Valuer at GMT Consults  
LTD, Graduate Member.

## COMMUNICATION SKILLS OF A VALUER DURING LAND ACQUISITION

**L**and acquisition involves two parties. On one hand an individual or household with private ownership rights and on the other hand government/private entity that wants to compulsorily purchase land for a public purpose. The legal basis demands that compensation amount should be adequate, fair and timely so that the expropriated party is able to buy a new property of the

same quality and usability.

During the field data collection, the way in which data is collected from the affected individuals wouldn't only affect the success of the project but also create a positive image for the valuers. The affected individuals/households exist in society with family, neighbourhood, village, scenic ties whose desire to be resettled is not present. Therefore, valuers have to apply some

good communication skills to create a conducive environment during the field data collection and gather more information. Communication skills in the form of attitude, knowledge about the project, respect to the local authority and listening skills are very important. Communication can also come down to the dress code. This implies also that valuers should have a good temperate, should be knowledgeable, assertive but eloquent. They should be able to set aside their subjective biases that would influence data collection. Poor communication skills can send a wrong signal, affecting the project negatively.

Interest in the community; Valuers should pick interest in the communities in which they are collecting data especially in relation to land matters. An interest will create curiosity to ask more questions and find answers in relation to land ownership rights and their limitations. Societies are dynamic and different implying land ownership rights are not consistent in all societies. For example, whereas in some communities leases are renewed and can automatically be converted into freeholds, for others, they are not renewed. Therefore, a question arises, are leases in this area renewed or converted into freeholds once they expire? There are also societies whereby if land is sold with commercial trees, the trees belong to the buyer after being harvested. Curiosity will raise a question as to why and answers will be gathered thus affecting data collection process.

Interpersonal intelligence requires valuers to possess the ability to identify accurately and interpret individual or group thoughts and feelings during data collection. This not only helps a valuer to quickly think of solutions in cases of problems but also expedites the data collection process. For example, affected individuals or households might have a family grievance that can be managed by the valuer without necessarily waiting for the establishment of the Grievance Management Committee during the data collection exercise. However, the valuer should avoid going native.

Critical reasoning and analytical skills; Valuers collect a lot of data such as taking pictures, interviewing affected households, collecting sales agreements and recording property assets directly affected by the project. Valuers should be able to scrutinise the data collected while still on ground and its impact on valuation. For example a lease remaining with two years to expire, a valuer should be able to raise questions; Is the lease best valued basing on its remaining term or valued as a kibanja interest for the cases of unrenovable leases. The sales agreements collected after being analysed will inform of the prices of plots in the area as well as enhance one's ability to know the price outliers. This will depend on the tenure of the property subject to valuation. Such critical reasoning and analysis requires patience.





## PROFILE



**Bageine & Company** was established in 1989 and has over the last 30 years been involved in the field of valuation service provision to banks, government and non-government institutions, corporate clients as well as individuals.

The Firm has vast and wide ranging experience in valuation of commercial, industrial, agricultural and residential properties as well as plant and machinery, motor vehicles/ cycles, office furniture and equipment for Banks, Parastatals and Non-Governmental Organisations, corporate and individual clients for the following purposes:

- ✓ Mortgage lending
- ✓ Market for disposal/ purchase
- ✓ Accounting in conformity with International Accounting Standards
- ✓ Insurance
- ✓ Rental
- ✓ Privatisation
- ✓ Repair assessments
- ✓ Compensation and compulsory acquisition
- ✓ Compilation of fixed assets registers

The Firm's team consists of professionally qualified Valuation Surveyors and Engineers and associated Land Surveyors who have had a wealth of experience in carrying out valuation and land surveys in widely ranging locations in the country. Property Management and agency forms part of the Firm's operations.

The Firm has a total workforce of over forty full time personnel with a number of motor vehicles for transport to and from the locations of the properties.

We are fully equipped with comprehensive office equipment including computers with professional software as well as internet and LAN connectivity that enable us provide our services in a coordinated and highly efficient manner.

Other equipment includes GPS, measuring equipment, digital cameras, motor vehicles, motorcycles and other tools and equipment for efficient inspection of all properties for valuation purposes.

**The Firm's Office is located on the 5th Floor, Interservice Tower, 33 Lumumba Avenue.**



# 5 Common Business Valuation Errors

## PRACTICE GUIDE



**B**usiness valuations are required for a variety of purposes, ranging from notional valuations such as income tax reorganizations, related party transactions and shareholder disputes, to open market acquisitions and divestitures. Despite the abundance of literature available on the subject, business valuations often contain errors and inconsistencies that render the conclusions meaningless, or worse, misleading. The consequences can be significant when the business valuation conclusion forms the basis of an actual transaction. This guide sets out five

errors that are commonly made in business valuation.

### Unrealistic Cash Flow Projections

The value of a business is a function of the cash flow that a company is expected to generate in the future and the risks relating thereto. Cash flow forecasts are often prepared to aid in this regard. However, cash flow forecasts often contain errors and inconsistencies that cause the valuation conclusion to be meaningless or





misleading. Common deficiencies in this regard include the following:

- **Optimistic revenue expectations:** most forecasts have an upward bias. There is a natural tendency to overstate a company’s growth prospects. A breakdown of revenue by customer, product and service offering and other metrics can help in assessing the degree to which growth will be generated by existing customers vs. new customers; existing product and service offerings vs. New offerings, etc. Where revenue growth is expected through new customers or new product and service offerings, there can be added challenges or costs involved. While developing a detailed forecast is onerous and subjective, doing so forces the consideration of how growth can be achieved.
- **Inconsistency with operating expenses:** adequate consideration must be given to the operating costs required to generate projected revenues. In many cases, those preparing forecasts believe that the existing cost infrastructure cash be leveraged, such that profit margins increase over time, thereby resulting in much higher value conclusions. To help avoid these types of errors, the financial model should incorporate analytical tests, such as revenue per employee and other operational metrics that aid in assessing the reasonableness of the expense projections.
- **Capital expenditure requirements:** growing companies often require additional fixed assets. In some cases this can be significant, such as where facilities expansion is required to accommodate revenue growth. The valuation model should incorporate capacity-related metrics relating to equipment; facilities; distribution assets and other categories in order to assess when capital additions are required.
- Working capital requirements: growing revenues generally leads to higher accounts receivable, inventories and other current assets. In many cases, these requirements are partially offset by higher accounts payable, accruals and deferred revenue. However, net working capital requirements usually increase, which represents

a drain on cash flow and value. Metrics such as days’ sales in receivables, inventory turnover and net working capital as a percentage of revenues can help in ensuring working capital requirements are adequately considered.

## Reliance on the Multiple of EBITDA Methodology

Business values are often expressed as a multiple of EBITDA (earnings before interest, taxes, depreciation and amortization). Despite the popularity of the multiple of EBITDA methodology, it is fraught with challenges. The multiple of EBITDA methodology does not explicitly consider key value drivers such as capital expenditure requirements, income taxes or working capital to support growth. Rather, these variables are inherently buried in the valuation multiple adopted. While the multiple of EBITDA methodology is useful as a preliminary indication of value, or as a test of reasonableness on the value conclusions derived pursuant to other valuation methodologies (such as the discounted cash flow methodology), sole reliance on this methodology can

result in misguided decisions.

## Reliance on Comparable Company Multiples

There is a natural tendency to look at the multiples of similar companies when conducting a business valuation. Comparable company analysis is sometimes helpful in ensuring that valuation conclusions are reasonable in the context of prevailing industry and economic conditions. However, the application of comparable company multiples, be it from public companies or recent industry transactions - can be fraught with challenges.

With respect to public company data, it’s important to recognize the fundamental differences between valuation multiples applicable when valuing a company en bloc, and those implied by the trading prices of publicly listed shares. Shares of public companies represent small lots of highly liquid securities with known prices. This degree of liquidity and price discovery is not inherent in the valuation of a company en bloc, which leads to additional risk.

Furthermore, public companies are usually much larger and more diversified than private companies that are the subject of a notional valuation or open market transaction. As a general rule, smaller companies within a given industry segment trade at lower valuation multiples than their larger counterparts.

Over-reliance on the valuation multiples implied by open market transactions can also be hazardous. Transaction multiples (where they are disclosed) can be misleading for a variety of reasons, such as the following:

- **The EBITDA base:**

reported EBITDA multiples may be calculated based on actual EBITDA as opposed to normalized EBITDA, which adjusts actual results for unusual items and excessive or deficient payments to related parties.

- **Terms of the deal:** non-cash terms such as promissory notes, share exchanges and earn-outs can distort the stated purchase price, which in turn distorts the implied valuation multiples.
- **Relative negotiating position:** in some cases, the buyer or seller may have been in a weak negotiating position (such as a seller being compelled to transact for health reasons), which influenced the price paid. Such factors would not be known outside the parties to a transaction.

## Technical Errors in Rates of Return and Valuation Multiples

The determination of an appropriate rate of return or valuation multiple to apply in a particular business valuation inherently is a subjective exercise. However, rates of return and valuation multiples must be reasonable and internally consistent, in order to develop a meaningful valuation conclusion. There are a variety of technical errors that are commonly made when determining and applying rates of return and valuation multiples. Among the most common are the following:

- **Inconsistency in the rate of return and the cash flow against which it is applied:** for example, where the cash flow to be discounted is determined on an “unlevered” basis (i.e. before consideration of debt servicing

costs), the discount rate should be expressed as a “weighted average cost of capital”.

- **Double-counting of risk factors:** for example, where a risk premium is added on account of “small business risk”, that same risk premium should not be afforded for considerations such as limited market presence.
- **Double-counting of growth:** where the cash flow forecast incorporates an element of growth, that same growth factor should not be incorporated in the rate of return or valuation multiple.
- **Overstating the long term growth rate:** a capitalization rate is calculated as the discount rate (which is a function of the risks relating to the business itself, the industry in which it operates and general economic conditions), less a long-term growth rate. The long term growth rate incorporates long-term inflationary growth and, in some cases, real growth (beyond inflation). The real rate of growth represents the extent to which a company can generate a return on its capital in excess of its cost of capital. In most cases, high rates of real growth are difficult to achieve over the long-term, due to competitive pressures that exist in any given industry. Overstating long-term growth can cause the value conclusion to increase geometrically, thereby significantly overstating the value conclusion.

## Missing the Balance Sheet

Those preparing business valuations typically focus on the future cash flow that a company will generate. In many cases, the balance sheet is not given adequate consideration. The balance sheet sets out the net operating assets



a company requires to generate the cash flow upon which the valuation is premised.

An appropriate business valuation exercise should include an analysis of the normalized level of non-cash working capital (e.g. accounts receivable, inventories, accounts payable, deferred revenues, etc.) required to support the company's operations. Where appropriate, an adjustment to the equity value conclusion should be made where the actual amount of working capital at the valuation date (or the closing date of a transaction) is greater than (or less than) the estimated normalized amount. Adjustments are particularly applicable (and often missed) where the business is seasonal in nature. Another common error is to automatically add cash on hand to the equity value conclusion (or apply

cash on hand against outstanding debt) without assessing whether that cash is required in order for the company to maintain an adequate level of working capital.

Finally, the balance sheet may include redundant assets that can be withdrawn without disrupting the operations of the company. In some cases, redundant assets are not obvious. Missing these redundant assets can understate the value conclusion. Examples of where hidden redundant assets may exist include the following:

- **Accounts receivable:** which may include non-trade receivables, such as amounts owing from shareholders or employees.
- **Fixed assets:** which may include unused equipment that can be disposed of.

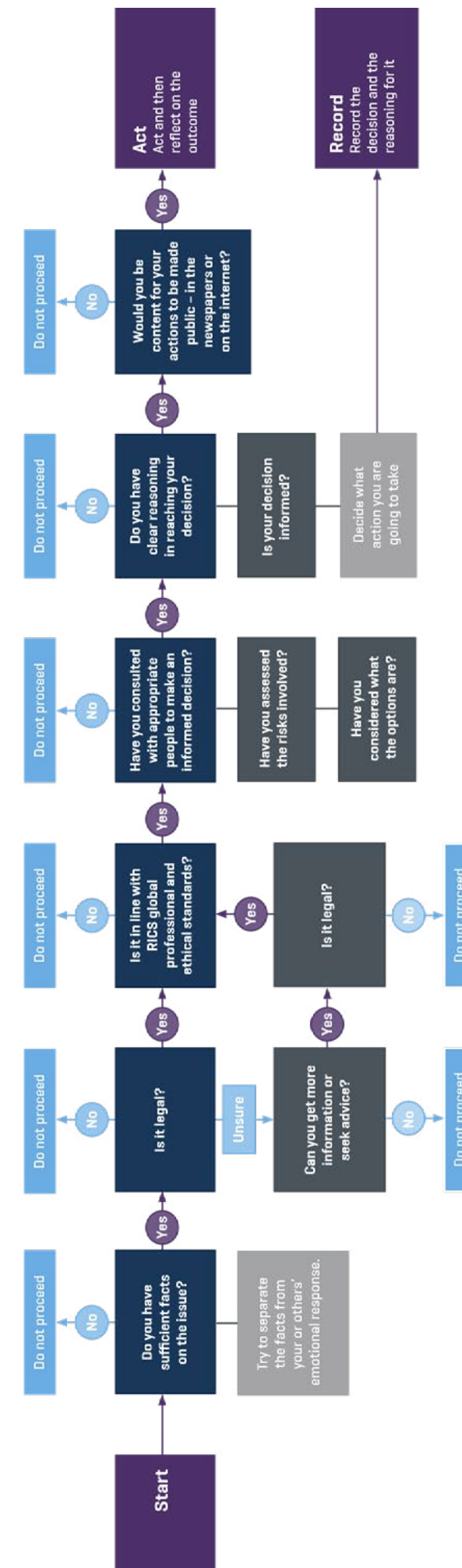
- **Real estate:** where a company owns the property in which it operates, it may be better to assess the value of the real estate separately from the business itself. Quality real estate assets often fetch higher valuation multiples than operating businesses, which can significantly impact value.

Business valuation is as much an art as it is a science. A realistic value conclusion requires a thorough and objective analysis of the company itself and the industry in which it operates; supported by appropriate valuation methodologies that are applied in a proper and internally consistent manner.

Source mondaq.com



## Decision tree





# ETHICS, CORRUPTION AND PROFESSIONALISM

**E**thics is a set of values for determining right and wrong. However, right and wrong decisions aren't always distinct and may be difficult to understand. The issue whether it is better to do the right thing and fail, or do the wrong thing and succeed is occasionally faced by professionals given their high level of work autonomy. For a profession, the main link between ethics and professionalism is self-regulation. Without ethics it becomes a business or service which is sold at the lowest price. Globally, Royal Institution of Chartered Surveyors (RICS) professionals are required to demonstrate their commitment to ethical behavior by adhering to five ethical standards which include; Act with integrity, Always provide a high standard of service, Treat others with respect, Take responsibility and Act in a way that promotes trust in the profession. Important to note is that these ethical standards cannot be gained by simply passing an interview or exam. It's continually earned as a true attribute of an individual land surveyor. In Uganda, the surveying profession is regulated by the Surveyors Registration Board (SRB) and registered surveyors may take on the prefix R.S.U (Registered Surveyor of Uganda). Non registered surveyors are expected to belong to their professional body-Institution of Surveyors of Uganda (ISU) as members or affiliates. One of the principles of the professional conduct for all ISU members states that, "A member shall at all times be free from corruption." Corruption in the land sector may take the form of small bribes that need to be paid to register property, change or forge titles, acquire land information and process cadastral surveys in total disregard of the client charter fees. Unfortunately, government bodies which oversee the land sector are normally one of the public entities most plagued by service-level bribery. Even when the attention of public officers is drawn to the Penal Code Act and Leadership Code Act which provide that corruption of a public officer is an offence and on conviction before a court of law, a public officer would be punished by either a fine or imprisonment or both. This deterrent does not preclude the idea that some land surveyors will intentionally mislead their clients, commit fraud, misrepresent or conceal vital information and engage in corruption. Such acts have made land administration

services inaccessible to people who are not able to afford these illegal payments. The other sad part is that the majority of the public is completely unaware of what a land surveyor is or what they do, not until they want a Certificate of Title, then property owners often hear, "hire a land surveyor." The land surveyor now becomes the biggest accomplice in this web

of unethical, corrupt and unprofessional behavior in land registration/administration. He/ She will give a quotation for the service and sugar coat the bribes to be paid as "facilitations" in order to be able to meet the suggested timeframes to deliver a land title. Remember, the term "professional" is primarily given by the public; if the public believes that land surveying is performed by unethical and corrupt individuals, the value of land surveying is questioned. Whether it was done by a registered and licensed surveyor; even the cherished initials of "R.S.U" can't make you immune to the public wrath. As professionals, our obligation will be to identify these vices and deal with them appropriately and just as Martin Luther King Jr. once said, "The time is always right to do the right thing." Therefore, we must be public servants first and businessmen/ women second by having the public's best interest in mind at all times. We must endeavor to recognize that some actions should be performed, some actions should not be performed, and some actions may be performed or not as we choose but according to the established principles of professional conduct.



**Otto Martin,**  
*Staff Surveyor-Omoro District Local  
Government, Graduate Member.*



## BAMBOO AS AN ALTERNATIVE SOURCE OF BUILDING MATERIALS FOR SUSTAINABLE DEVELOPMENT.



**JUDE OLWENYI**  
*Graduate Quantity Surveyor,*

**B**amboo is the common name of a large group of fast growing woody evergreen perennial grass, taxonomically classified as bambusoldeae. Bamboo belong to the same family of grasses as important food crops such as rice, wheat and sugarcane. There are over 1400 known species of the plant growing in different geographical regions around the world and are known to be very versatile.

Bamboo is one of the oldest traditional building material used by mankind. Largest member of the grass family and are the fastest

growing in the world, (about 4ft in 24hours, Salma Mohammed, civil engineering, Skyfi labs). Bamboos are economically and culturally significant in Asia, china, India and South America. They are being used as building material and other processed products. In Uganda, the commercial use of bamboo as a building material is yet to gain recognition.

Studies have shown that Bamboo has the highest compressive strength than wood, brick or concrete and tensile strength that rivals steel. It is a substitute building material which is renewable, environment-friendly and widely available. As the wood resources





are diminishing and restrictions are imposed on felling the natural forests, bamboo is gaining more importance. Due to its rapid growth, its adaptability to most climatic conditions and due to its properties, bamboo comes as a very suitable alternative.

## Application of Bamboo in the Construction Industry;

Timber demand is increasing worldwide at a rapid rate, however coupled with high cost of purchase, they are limited in supply. Due to its growing importance, bamboo can suitably replace timber and other material in the construction. Industry treated bamboo has shown great potential for the production of composite materials and components which are cost effective.

Bamboo has several unique advantage like the ability to grow fast and also it matures quickly. Some species can mature within two years. Other species mature between three to five years. When mature, bamboo length is about twenty to thirty meters long. It can grow abundantly and that too at a lower cost which makes it cheap.

Increasing demand for decent and affordable housing in the country present great opportunity to explore cost effective measures to meet the need. Bamboo is the fastest growing renewable building material. It is easily available and eco-friendly. Bamboo is the best alternative for steel, concrete and masonry. It can be easily bent and given the desired shape. Its huge elasticity makes it useful in areas of high risks of earthquake.

Roof truss members such as rafters, tie beam, ties and struts are made out of bamboo pieces. Other roof members such as purlins, wall plate are out of bamboo. Roof covering is obtained by halved bamboo properly arranged to provide roof covering similar to tiled roofing. Due to its light weight and flexibility, bamboo mats or strips are used to form the wall or roof by lashing. It is beneficial in earthquake prone areas as studies have shown that it withstand the impact caused by the earthquake.

Bamboo frames can replace timber frames appropriate to function. Bamboo mats fixed to the bamboo frames can be hinged to a wall to act as a doors. Small framed openings hinged to the top in the wall can be windows. Bamboo can be used as flooring material with bamboo splits, mats and boards. Bamboo poles are lashed together and are used as scaffoldings for high rise construction. Props can be used to

support beams and floor slab under construction. It can also be used as working platforms. Bamboo poles are directly driven into the ground to act as foundation for the structure. They have to, however be pre-treated for protection from rot and fungi.

Foot path bridges up to twenty meter long can be erected using bamboo. The height above bed should however, not exceed five meters. Prefabricated bamboo piece area made into A shapes, purlins made to run at apex and mid-way and down the frames. Horizontally. Water tight sheet covering is then placed over the structure to provide temporary shelter in response to disaster occurrence.

It is important to note that in order to achieve the best out of bamboo, there is need to apply chemical treatment due to their low natural durability. Pre-treatment will protect bamboo in order to achieve desired durability. Bamboo shrinks much greater than any other types of timber especially when it loses water. Bamboo should be sufficiently treated against insect or fungus attack before being utilized for building purposes. Extensive research need to be carried out to establish the mechanical and engineering data to support the use of bamboo as a suitable construction material.



# CADD CENTRE

Skills Driven. Job Led

# 30 YEARS OF THE SKILLING WORLD

## Computer Aided Designing and Drafting (CADD) for Surveying

### What is Surveying?

Surveying can be defined as the technique, profession and science of determining the terrestrial or 3-dimensional positions of points, distances and angles between them.

### Who are Surveyors?

Surveyors are the specialized people who analyze and record the characteristics of the land area to help design a map or plan for the construction.

**CADD** refers to computer aided design and drafting. It is a computer technology that is used to create precision drawings or technical illustrations. Maps and plans that are used in construction works are obtained using CAD software. Land surveyors depend on CAD drafting to design and update maps which highlight mining areas, road construction layouts and property survey maps. Hand sketched drawings and diagrams by most of the surveyors when creating their plans and maps makes the maps susceptible to errors. Most of the features in these plans and maps are not well highlighted and therefore this could result to errors. The use of CAD in surveying reduces the manual labour during the creation of maps and plans of an area.

Advantages of using CAD technology in surveying:

- **Better Design Quality.** The CAD program offers different tools to help designers achieve a more precise design of land.
- **Easy to save Information.** Surveyors can save their work that is their maps and

plans on the computer. These maps or plans can be printed and shared via email or any other social media platform

- **More Accurate Results.** Errors made in the design of maps or plans are minimal.
- **Increase the productivity of Designer**
- **Improve communications through documentation**

The most commonly used CAD Software for surveying are

- **AutoCAD 2D** is a software that architects, engineers, and construction professionals, surveyors rely on to create precise 2D and 3D drawings.
- **AutoCAD Civil 3D** focuses mainly on the tools that provide automation and optimization in the "Field to Finish" process of surveying and mapping.
- **ArcGIS** is a geographic information system for working with maps and geographic information maintained by the Environmental Systems Research Institute.
- **Revit** is a BIM Software to plan, design, construct and manage buildings and infrastructure.
- **Navisworks** a project review software with 5d design and analysis simulation.

With a proven track record of 32 years, CADD Centre Uganda offers all the above software trainings for the surveyors of Uganda. A specialized team of industry experienced and qualified trainers is available for onsite and customized trainings. Come and join us or let us know how best we can be of help to you in your business success.





**Dorothy Natukunda**  
(PGV, RSU, Mother, Wife  
and Human)

# THE NEXT PRESIDENT OF UGANDA

As I cuddle my old self in the plush chesterfield in the elegant waiting room just outside Matthews' office, am astonished at the euphoria that surrounds the moment. There is grin of satisfaction on my face as I see the aides rushing back and forth with files, huddling together in corridors for last minute consultations before going in to see the 'big man'. There in that moment time comes still, my mind travels down memory lane 40 years back, in the year 2017. The same year Matthew almost got assassinated.

I had just been awarded a scholarship to study at the prestigious University of Reading, what many in Real Estate consider the Holy grail, the go-to institute for Real Estate. In the remarkable coincidence of events, I discovered that I was pregnant.

I remember the dread with which I took the urine test that confirmed my worst fears. That my dream which was within touching distance could slip away. So I made up my mind that this pregnancy was not going to stop my once in a lifetime chance, my life's desire up to this point.

I thought to my wise self (that if I aborted, if I got rid of the pregnancy, I would go on with my life, after my entire ovary bank was still full. So I sprang into action and ambulated to my gynecologist, an elderly man (thank God for his experience) to

convince him to do the unthinkable. He had me go over to his clinic 2 or 3 times in which times he was, as I have learnt over time, buying time to reject my proposal. On this particular day after several consultations with him, he intimated to me that he had just seen 13 clients that day, all of whom were struggling to get pregnant and with that piece of information, he politely turned down my proposal.

So I had to keep the baby and postpone my dreams.

As you have probably already sensed, this is a story about the woman in the workplace, balancing the responsibility of child bearing and career progression. It is about the many dreams and talents that have been sacrificed at the altar of motherhood but it is also about mental health, the unspoken challenge that many are quietly dealing with, unwilling to be seen as mentally unstable by workmates and friends.

This was my second pregnancy. I had 11 months prior given birth to a bouncing baby girl, and I am not using bouncing figuratively. Our daughter was so big that you could probably bounce her like a balloon/ball and I had suffered post-natal depression from which I was just recovering. The thought of dealing with another episode of this dreadful experience was very daunting. And that I would probably have

to deal with this challenge thousands of miles away from family and friends made my legs frail. How could I choose to have the baby and also take the Master's course!

The days following this were filled with consultations with my parents, who were similarly without answers, a psychiatric who advised me against taking up the course and my supervisors at work that convinced me that I could still take up the course even with the pregnancy.

After the successful visa interview, I gathered that the University was willing to defer the course by a period of one year but even the thought of leaving my baby after just six months which would be his age then was equally traumatizing.

I now had to put myself together during this time and do something equally important. I then made up my mind to use the intervening one year to do my critical analysis and pursue registration with Surveyors Registration Board (SRB).

Trouble came when the scheduled date for the Surveyors Registration Board (SRB) Interview coincided with my due date of delivery at which point Matthew had to make a few sacrifices for mummy's carrier by staying in the womb for an extra week. This is not without its risks but as my dear husband always says, "To live is to risk"

Having successfully completed the SRB Interview, I was admitted in hospital and later gave birth to a beautiful melanin bundle of joy Matthew, obviously having got this rich ton of skin from delayed birth.

As time wore-on, it slowly began to dawn on me that I would have to separate with my fragile Matthew at

some point. This caused me anxiety, sleepless nights and early symptoms of depression. As a matter of fact, this was just the foretaste of the nightmare that was unfolding every passing day.

So, I did arrive at University of Reading against the psychiatrics' advice who had advised me that under my circumstances, suicide was a real possibility. The pain of separation from my baby is probably only comparable to the grief of losing a loved one.

It is already difficult for a woman to adapt to life in a male dominated field like surveying, add to that the challenge of fitting in a new country of a "superior" race and extreme weather while at the same time wishing you could reverse your decision, drop it all and spend time with your children. All this was coming at me fast with the unrelenting (merciless) speed of course deadlines. That am here writing this story is a miracle, am thankful to God, to the Medical staff who expertly managed my condition and to my relatives and friends who offered support of varying degrees.

Needless to say therefore that my stay in the United Kingdom was a little bit dramatic but at least there is less stigma surrounding mental health compared to Uganda.

For anyone reading this that can relate you are aware lots of people have been through depression and don't pull through. At the early stages of depression things like getting out for a walk, doing something you enjoy or talking to a friend can help but with a longer-lasting, deeper depression all of these things can feel too hard. This is also what makes it so hard to come out of it alone.

First there needs to be an acceptance that depression is a part of your life for now. For depression, it is counterproductive to keep pretending to be okay. Secondly allow yourself the time needed to get through this; it does take time. There is no magic cure, but as slowly as it developed, it can slowly get better.

Thirdly, as impossible as it seems, you need to get help from somewhere, be it your doctor, a professional or that person that is always there trying to urge you out of this. None of these people will do it perfectly, but they will support you, and you need to allow that to happen. There is always resistance, and sometimes the biggest battle can be making that choice to allow others to help.

Finally, I hope this gets easier for you, I hope you find a way out of this. I hope you find someone who understands what you are going through. I hope you get that sense of control back. Hope is one of those things that disappear with depression, so for now I can tell you that I will hope for you until you find that hope again for yourself. I am a living example that has pulled through depression twice when I thought I could not.

I hope sharing my story can help improve people's understanding of mental health and change their attitudes. Mental health is not a spiritual condition but a medical condition and anyone is potential victim. People with mental health problems need to be cared about, understood and listened to.

A wise man once said that "Adversity is the foundation of virtue", it's therefore my belief that Matthew will make a virtuous next President.



# INTEGRITY: AN UNCOMPROMISABLE CHARACTER EXPECTED OF A SURVEYOR.

Integrity can be defined as “the steadfast and constant adherence to a moral or an ethical code.” It is “the state or quality that strives to be complete, free of the corrupting influences of improper motives or methods.” The Thesaurus



Author:  
**RSU Frank Mugisha**

A surveyor’s relevance in a society should be equated or benchmarked on that of a righteous judge. Any careless mistake whether accidental or intentional may easily result in a catastrophe. Being a measurement scientist, wrong dimensions on a construction site may create enormous losses in monetary/project time. An error committed on a boundary can cause death. In His Wisdom, God decreed in *Deuteronomy 19:14NLT* that, “*When you arrive in the land the LORD your God is giving you as your special possession, you must never steal anyone’s land by moving the boundary markers your ancestors set up to mark their property.*”

In this day, our society has degenerated to an all-time low integrity status in the public administration, Legislature, Judiciary, Education, Medicine, business, Churches & Mosques alike.

If we are going to find our way in a culture that has lost its way, we must be people of lasting integrity. A professional must be a man/woman of character and integrity. We must be practicing not only passion and knowledge, but also ensuring never to leave home on any day without integrity in tow.

Why are we sinking a little deeper into the quicksand of cultural collapse with each passing day? Our contemporary culture is desperately in need of men and women of integrity. Why imitate many of our national leaders, on both sides of the political divide who have failed miserably on this point? With increasing regularity, another gate swings open to reveal high-profile individuals living with little or no integrity. Our corrupt culture is the product of leaders in high places who are still debating what “the difference between stealing and corruption is.” No wonder our young people question if character really counts anymore. A trainee under a senior surveyor who forges field observations adopts the vice.

Why alter figures for a bowl of soup that will forever haunt your conscience?

## FOOD FOR THOUGHT:

The Bible has a man called Daniel.

1. He was gifted in all wisdom, possessing knowledge. — Daniel 1:4
2. He purposed in his heart that he would not defile himself. — Daniel 1:8
3. He distinguished himself above the



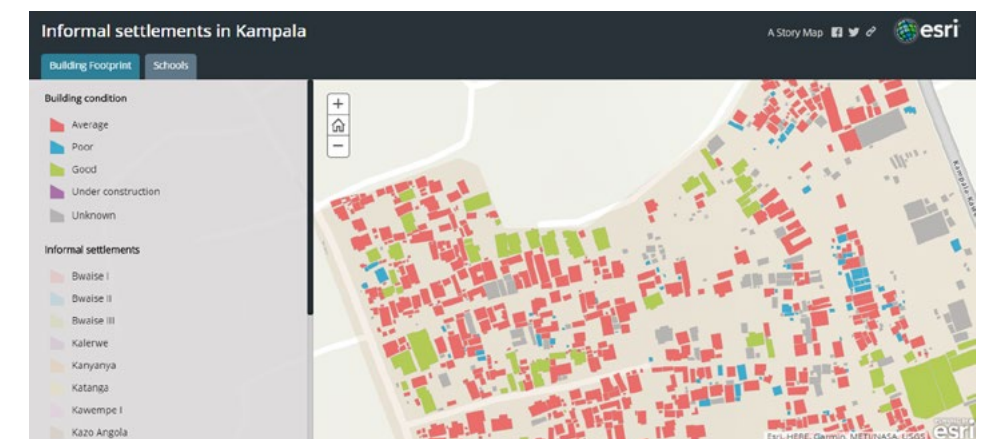
governors and satraps, because an excellent spirit was in him. — Daniel 6:3

It’s high time we chose to individually do the right thing irrespective of who is hurt along the way. Righting all the wrongs around us starts with me. Before succumbing to any temptation however juicy it may look, first imagine if you’d enjoy someone doing it to you. Let’s avoid abetting depletion of government protected zones in the name of ‘everyone is doing it’. I can assure you, there’s nothing under the sun that gives satisfaction more than a ‘clean name’. Enjoy the profession.

## DEVELOPING A WEB MAP REPOSITORY OF KAMPALA’S INFORMAL SETTLEMENTS - RESILIENCE MAPPERS



By **Solomon Kica**



The growth of informal settlements, slums, crowded houses, together with a lack of and poor residential neighborhoods is a global issue and the rise in urban population including drainage, sanitation, and solid waste management.

The characteristics of these settlements, such as high density and unplanned, In April 2020, the Uganda government

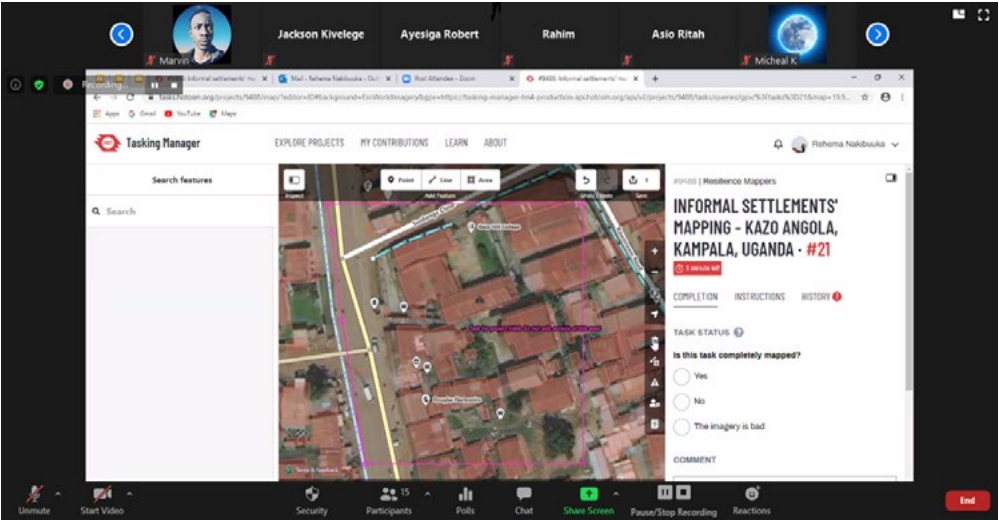


launched a relief program to distribute food to the vulnerable poor in the urban settlements of Central Uganda. The recipients were motorcycle riders, taxi drivers, manual workers, etc., who work hand-to-mouth and were directly affected by the drastic measures to contain COVID-19 infections. In spite of the delayed food and relief distribution due to a lack of complete spatial data, there was a risk of underestimating the virus’ magnitude fueling unequal allocation of health care resources.

With support from Humanitarian OpenStreetMap Team (HOT), we were able to train seven mapping communities on how to contribute to OSM and mapping the informal settlements. We employed several open source geospatial tools ranging from remote mapping to validation of data to equip as many volunteers as possible to help in mapping these settlements. These tools were Java OpenStreetMap Editor (JOSM), iD-Editor, and Mapillary.

“...I was really eager to learn, and indeed I benefitted especially from Mapillary training,” said Evelyne, one of the mappers. “I had never used Mapillary to that level! I have been mapping using JOSM and iD-Editor, and the Mapillary plugin makes it more enjoyable!”

With the COVID-19 restrictions, the informal settlements could only be mapped remotely. Data obtained from remote mapping included outlines of buildings, land use types, and roads covering over eight sq km of the settlements. With transferable skills in JOSM and iD Editor, our community was able to map the buildings, land use,



Training participants on how to use iD-Editor on zoom

and roads in the 15 informal settlements of Kawempe division of Kampala using satellite and aerial imagery.

While using remote mapping from aerial imagery was the best option available, it still contained errors and had to undergo a series of revisions before being visualized to provide useful information. From the concept of “garbage in, garbage out,” it was important that the data collected was cleaned to remove errors and also eliminate unnecessary attributes before visualizations were made. We used tools such as ArcGIS, QGIS, and Open Refine during the data cleaning workflow.



Maria, a resilience mapper, contributing to OSM

We visualized the data in two formats, static maps and ArcGIS Online web maps. These visualizations were designed for donors and stakeholders targeting interventions depending on the types of M&E questions that could be answered. For example, how many people in an informal settlement are served per water point and the number of residents who have access to a health facility.

Since there was no single inventory that could be accessed by members in the community and aid agencies in these settlements, we created a web map repository for Kampala’s informal settlements. It offers several benefits over paper maps, such as being

quick and efficient to monitor, easy to update, allowing quick retrieval and queries, and offering faster integration of complex, multiple spatial, and non-spatial datasets.

Statistics such as population in these informal settlements, such as the number of services available, the number of buildings, or the number of illegal waste dumping sites, could be visualized on a dashboard, which can be accessed by community members, aid agencies, government agencies, and donors.

Besides having a successful outcome, we learned many lessons from challenges. Continual discussions and meeting with stakeholders, especially the data users, is vital. This helps you drive your activities based on the data needs of the data users. It also provides ideas

and schemes that could make your data more beneficial to other related authorities in case they may need it at one point.

Secondly, the division of labor and allocation of activities among project leads could help a lot for management and working faster. It also ensures that you have greater efficiency on an activity, which saves time and costs, creates less strain, and produces higher quality work. Additionally, it’s important to set deadlines and ensure you meet them. Procrastination leads to financial loss and work backlogs. Setting strategies and deadlines to meet them drives you to be faster and more productive.

**So... What next?**

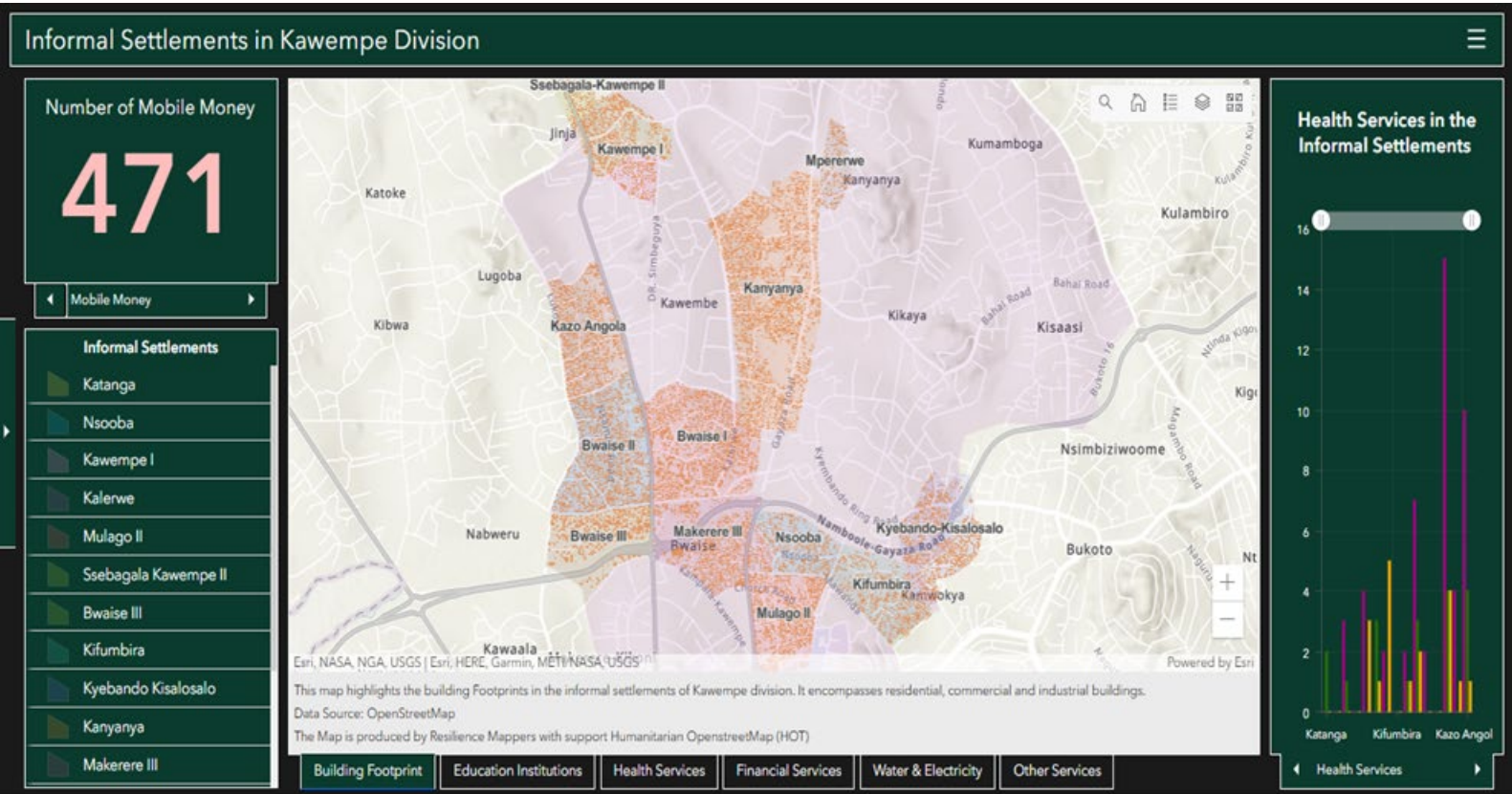
Having realized that most data and information in the informal settlements are not documented, we are hoping to work closely with KCCA and Actogether to devise means of collecting and updating the information in these settlements. Data about services such as schools, sanitation, waste management, and health facilities ought to be collected, preferably through fieldwork, so as to create more meaningful information in addition to this project’s deliverables.

**Useful links**

Web map repository: <https://bit.ly/WebMapMappers>

Web dashboard: <http://bit.ly/dashboardMappers>

Find us on Twitter [www.twitter.com/RMappers](https://www.twitter.com/RMappers) and Facebook [www.facebook.com/RMappers/](https://www.facebook.com/RMappers/)



The web map dashboard illustrating the services in informal settlements



# PICTORIAL



ISU - UNRA APC training



Courtesy visit to the Valuation Commissioner by the ISU Secretariate



SRB-ISU pathway to registration training



Honary Treasurer RSU Michael Wateya presenting ISU financial report at the AGM 2020.



SRB-ISU pathway to registration training



ISU - CADD Center after signing an MOU



## PERSPECTIVE.

**ETHICS:** Is the branch of knowledge that deals with moral principles (Oxford dictionary).



**Robert WAFULA, MRICS, RSU, FISU**  
Chartered Surveyor; Royal Institution of Chartered Surveyors (RICS).  
Registered Surveyor of Uganda (RSU).

There are five (5) Global Professional and Ethical standards.

### 1. Act with integrity

This means being honest and straightforward.  
Includes but is not limited to the following;

- Being trustworthy as well as being open and transparent in the way you work.
- Sharing appropriate and necessary information with your clients. And respecting confidential information of your clients and potential clients.
- Not taking advantage of anyone.
- Avoiding bias and conflict of interest.
- Making clear to all interested parties where a conflict of interest, or even a potential conflict of interest is.
- Not offering or accepting gifts, hospitality or services.

### 2. Always provide a high standard of service

This means always ensuring that your clients receive the best possible advice, support or performance as agreed.

Includes but is not limited to the following;

- Being clear and acting within ones' scope of competence.
- Be transparent about fees and any other costs or payments
- Communication to empower the client to make informed decisions.
- Timely payment for services of other experts
- Ensuring Fair treatment of clients by the firms that we practice with.

### 3. Act in a way that promotes trust in the profession

This means acting in a manner, both in your professional and private life, to promote you, your organization and

the profession in a professional and positive way

Includes but is not limited to the following;

- Understanding that being a professional is more than just about how you behave at work; but also private life.
- Understanding how your actions affect others and the environment and if appropriate questioning or amending that behavior.
- Fulfilling your obligations as agreed. Always trying to meet the spirit of your professional standards and not just the letter.

### 4. Treat others with respect

This means treating people with courtesy, politeness, and consideration,



no matter their race, religion, size, age, country of origin, gender etcetera. It also means being aware of cultural sensitivities and business practices.

Includes but is not limited to the following;

- Always being courteous, polite and considerate to clients, potential clients and everyone else you come into contact with.
- Never discriminate against anyone for whatever reason. Always ensure that issues of race, gender, age, size, and religion, country of origin or disability have no place in the way you deal with other people or do business.

5. Take responsibility

This means being accountable for all your actions – don’t blame others if things go wrong, and if you suspect something isn’t right be prepared to make good.

Includes but is not limited to the following;

- Always act with skill, care and diligence
- If someone makes a complaint about something that you have done then respond in an appropriate and professional manner and aim to resolve the matter to the satisfaction of the complainant as far as you can.

If you think something is not right, being prepared to question it and raise the matter as appropriate with your colleagues, within your firm or the organization

#	Ethical standards/ Key questions to address
1	<b>Act with integrity</b> <ul style="list-style-type: none"><li>o What would an independent person think of my actions?</li><li>o Would I be happy to read about my actions in the press?</li><li>o How would my actions look to ISU/SRB?</li><li>o How would my actions look to my peers?</li><li>o Do people trust me? If not, why not?</li></ul>
2	<b>Always provide a high standard of service</b> <p>Do I explain clearly what I promise to do and do I keep to that promise?</p> <ul style="list-style-type: none"><li>o Do I look at ways to improve my services?</li><li>o How can I help my clients better understand the services that I offer?</li><li>o Would the client still employ me if they knew more about me and the workload I have?</li><li>o Do I put undue pressure on myself and junior colleagues to do more than we actually can?</li></ul>
3	<b>Act in a way that promotes trust in the profession</b> <ul style="list-style-type: none"><li>o Do my actions promote the profession in the best light possible?</li><li>o What is the best way for me to promote trust in me, my firm and the profession?</li></ul>
4	<b>Treat others with respect</b> <ul style="list-style-type: none"><li>o Would I allow my behavior or the way I make my decisions to be publicly scrutinized? If not, why not? If so, what would the public think?</li><li>o Are my personal feelings, views, prejudices or preferences influencing my business decisions?</li><li>o How would I feel if somebody treated me this way?</li><li>o Do I treat each person as an individual?</li></ul>
5	<b>Take responsibility</b> <ul style="list-style-type: none"><li>o Am I approachable?</li><li>o Does my firm have a clear complaints handling procedure?</li><li>o Do I learn from complaints?</li><li>o Do I take complaints seriously?</li><li>o Am I clear about what the process is within my firm or the organization that I work for about raising concerns?</li></ul> <p>Source: RICS</p>



Ethical Dilemma.

An ethical dilemma (ethical paradox or moral dilemma) is a problem in the decision-making process between two possible options, neither of which is absolutely acceptable from an ethical perspective. The biggest challenge of an ethical dilemma is that it does not offer an obvious solution that would comply with ethical norms.

Examples

Some examples of ethical dilemma examples include:

- Taking credit for others’ work
- Offering a client a worse product for your own profit
- Utilizing inside knowledge for your own profit

Source: <https://corporatefinanceinstitute.com/>

SOME OF THE DELIBERATE ACTIONS/ MEASURES THAT CAN BE UNDERTAKEN.

From some of the above ethical principles and key questions, it’s clear that the following deliberate actions need to be taken in organizations;

#	Standard /Key questions to address	Deliberate actions/Measures
A	Always provide a high standard of service Do I look at ways to improve the service I provide?	Investment in the personnel & technology Encouraging Continuous Professional Development (CPD) for staff.
	How can I help my clients better understand the surveying services that I offer?	Having a compressive and clear communication plan for the organization.
	Do I put undue pressure on myself and colleagues (esp. junior colleagues) to do more than we actually can?	a) Avoiding setting unrealistic targets b) Ensuring work-life balance for staff c) Ensuring that staff take rest from work.
B	Act in a way that promotes trust in the profession Do my actions promote the profession in the best light possible? What is the best way for me to promote trust in me, my firm and the profession?	Ensuring that our clients’ get maximum satisfaction from our services. This includes but is not limited to; a) Offering a quality and cost effective service. b) Not over charging clients. c) Avoid publishing/making public or complaining about the mistakes of other professionals before clients or potential clients. d) Ensuing good communication among others.
C	Treat others with respect <ul style="list-style-type: none"><li>o Would I allow my behavior or the way I make my decisions to be publicly scrutinized? If not, why not? If so, what would the public think?</li><li>o Are my personal feelings, views, prejudices or preferences influencing my business decisions? How would I feel if somebody treated me this way?</li><li>o Do I treat each person as an individual?</li></ul>	a) Avoiding office politics and all aspects of character assassination at the work place. b) Respecting the decisions of fellow professionals c) Ensuring team work at the work place.
D	Take responsibility Does my firm have a clear complaints handling procedure? Do I learn from complaints? Do I take complaints seriously? Am I clear about what the process is within my firm or the organization that I work for about raising concerns?	Having a clear grievance reporting and handling mechanism with all the timelines clearly stated.

**Note:** Ethics is like Law. It’s one thing knowing the law and another keeping the law. However, we all have to endeavor to keep the law to avoid all the repercussions of breaking the law. Even me, I know that I still have a lot to do to reach where I want to be but at least am not where I was fifteen (15) years ago. Therefore, let us all try our best to still to the ethical and professional standards as we strive to practice our respective professions and serve our country.





## RETHINKING CUSTOMARY LAND REGISTRATION: ESTABLISHMENT OF A CUSTOMARY LAND REGISTRY

The journey started 20 years ago to curate best practices for land administration systems for the land systems of developing countries with the guidance of the existing law reforms. These mainly foresaw an improvement especially, in the cadastral and land administration infrastructure as the major points of reform for a sustainable land administration system for any developing country. This was a resultant of most of the lands in these countries being undocumented and thereby impeding maximization of the resource for the country's agricultural investment and economic benefits<sup>1</sup>.

Mugambwa (2007) affirms to the immediate proposal of reforms to gradually replace customary land tenure with 'individual' ownership of land. Born into this discussion almost 52 years ahead of imperialism, the debate as to whether customary land tenure is indeed one of the principle obstacles to agricultural or economic advancement and whether individual titles to land was the way forward is still back and forth in Africa and the South Pacific nations (and other developing nations). In Uganda specifically, Customary tenure was officially recognized by the 1995 constitution of Uganda, as a tenure in its fullness. The Land Act Cap 227

further indicates that land under this tenure system is held in perpetuity and can be dealt with in accordance with the customs and norms of the communities where it exists as long as they do not violate the concept of human rights. This article seeks to elucidate on the reasons that require perhaps peculiar thoughts that will give us a pragmatic solution that will exonerate customary tenure as rather a responsive tenure to agricultural and economic development if the right reforms are sought.

### What we need to know and why!

Even with the 52 years of this tired debate that does not dissipate, customary land still exists at almost 79% of the land mass delineated by the national boundaries. This is estimated based on the number of individualized titles in the custody of state that are up to only 21% data in national cadastre and with about 0.2% contribution since 1962. Therefore, the concerns of the bunt are entirely driven by registration of customary land and in the manner observed by the law reforms of Uganda. Uganda uses the Torrens system of land registration and transfer. Here, the State creates and maintains a register of land holdings which serves as conclusive evidence of ownership. It also upholds a fixed boundary approach, for which Mailo, freehold and leasehold tenures have been subjected. This results into issuance of a Certificate of Title that is indefeasible by the law and guaranteed by the state. While its legally recognized, customary tenure has received an inferior treatment in the laws related to registration of these rights, procedures and processes of capturing these rights as well as the storage of the recorded rights, and as compared to other tenure systems hence the disparities in the enjoyment of its rights. This is because, for the 3 tenure systems (Freehold, Mailo & Leaseholds), the state applies and maintains a register of landholding that serves as conclusive evidence of ownership which is not the case for customary tenure. For registration of land under customary tenure,

the Land Act 1998 section 4 (2) provides for issuance of a Certificate of Customary Ownership (CCO) as a way of securing the rights of customary landowners which is skewed into more of a social document than it is legal. This can be comprehended with the discussion as follows.

The essence of issuing land titles is to guarantee security of ownership and is loosely understood as the assurance that lawful claims will be upheld. Titling strengthens the exclusionary rights of the landowner(s), providing her/him with the assurance that their ownership will be recognized and enforced under the law. The increased assurance opens the possibility for landowners to enjoy long-term benefits on their land and to the government, the uncertainty has been diminished with proper knowledge of the rightful owner of the estate and most importantly the boundaries well known and can easily be re-established in case of any claims. What we must understand is that Torrens system is monolithic, very static and does not provide for a continuum of evolution that Uganda customary tenure can slowly be absorbed and thus in a good number of years to come, all land will be identified by a cadastre and registrations of such will be achieved as well. This implies that even when new reforms come into force but are benchmarked onto the Torrens systems, the struggle for building an equitable land registry only proliferates. Individualization of rights that were originally family, clan or communal robs away the basic rights of these shareholders to benefit a fraction of the grant and as well demises the customary longing of transfer and keeping land for generations unborn.

### The awakening of the struggle....

The spark of the 20-year journey discussed earlier, is the need for more land for investment and especially on a large scale. Without data or records on ownership, this could not be easily achieved and hence



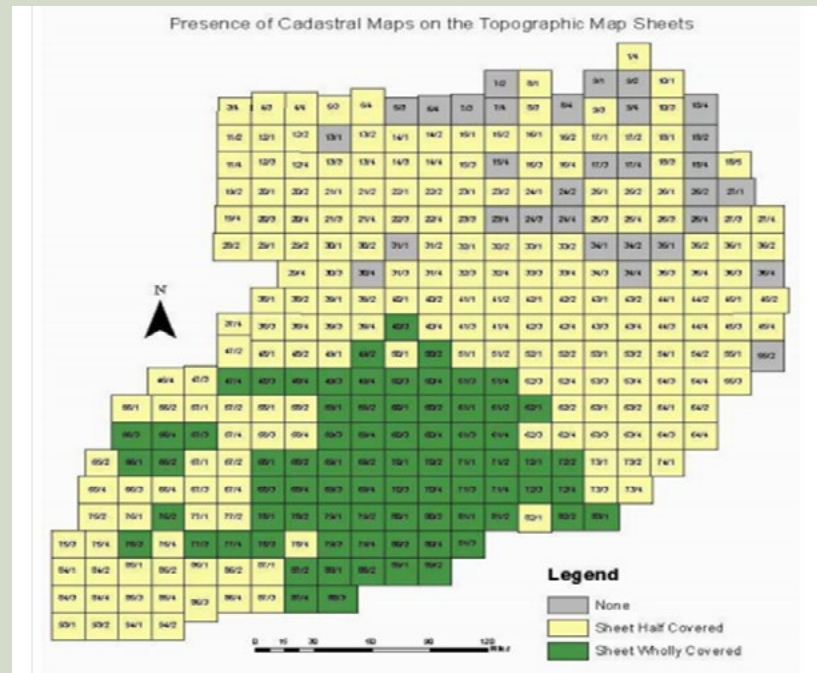
Judith Atukunda



Stellamaris Nakacwa

<sup>1</sup> Mugambwa. J. (2007) Comparative analysis of Land Tenure Law Reform in Uganda and Papua New Guinea. Journal of South Pacific Law, 11(1).





Source: PSCP II Baseline Evaluation report, 2007

initiation of the demand to holistically approach the quandary postpositive of the scientific actions of registration of land. This is how the surveyor comes at the center of this discussion. Also, the pronouncement of the Physical Planning Act 2010 section 3<sup>2</sup> which reinstates Uganda as whole planning area deems the rebuttal of thought on planning on and for land whose ownership is mysterious. In about 12 years ago, a Fit for Purpose approach to land administration was developed against the conservative practice of surveyors to bridge the disparity in registration of customary land and build coherence with other tenure systems of the country. For the case of Uganda, this approach is pragmatic but most importantly, a heuristic negative since it is built onto the 52-year-old discussion that is focused on individualization of land, a discussion that is a lot worn and torn.

The wonder to this struggle shift is derived from the exotic thinkers who where a customary fabric and perhaps have a true sense of life outside the jar and conformed all these thoughts into what we currently know as the National

Land Policy 2013. The development of the National Land Policy 2013 for Uganda was intended to broker and envisage these best practices and create a vision for the land administration system for Uganda. With the application of the National Land Policy 2013, Uganda is steering its own individual strategy for sustainable land administration systems. Progress has been recorded with the tracking of the National Land Policy Implementation Action Plan, such as the development of a digital land administration system (The Uganda Land Information system currently housed at the National Land Information Centre). The mantra of Fit for Purpose pilots as a counter conservative application have not also yielded sufficient legal strengths if at all there is any because again, it is a heuristic negative. The promises of the National Land Policy especially policy statement 39(b) indicate that progress is achievable if we rather build a Customary Land Registry that does not codify but supports the evolution of customary land registration. It sounds unrealistic and hysterical right! If critically understood, this aspiration seeks nexus for preservation of the web

of rights embedded in the customary tenure and the development, use and access and control of the land at the same time. The customary land registry can take a heuristic positive of the Torrens System as a hybrid model to fast track the registration of land given the fact that the Fit for Purpose science has already been tested. It is at this point that the dice is rolled back to the legal dons to primarily think and reproduce the legal prototype such as a title, indefeasible by law and guaranteed by state but exclusively empowering the evolution of these web of rights especially in governance of ownership. It is at this point of revelation that surveyors remain null as regards the discussion of scaling registration of customary land so that development and economic growth flourish for Uganda. However, their absence into the celestial and terrestrial space nexus, their silence has come to detriment the heuristic positives for strengthening the social and customary dimensions through land registration especially the surveyors of Uganda. It is the time to re-orient the discussion to a direction that will see all land and built environment actors as a chess for the love of a functional land administration system in Uganda.

*The writers of this article are young surveyors deploying their geographical understanding of land governance and how the geo-science can be introduced as a solution to the challenges therein. They happily engage to rebuild these concepts with a pull of lawyers at LANDnet Uganda.*

Feel free to reach out for more discussion: [stellanaks16@gmail.com](mailto:stellanaks16@gmail.com) & [jatukunda@landnet.ug](mailto:jatukunda@landnet.ug) More of this discussion and steps that have been taken can be found in the 2020 Annual report 'Laying the Foundations for a Customary Land Registry for Uganda' <https://www.landnet.ug/>



# THE MINING SECTOR OF UGANDA GREATLY THIRSTY FOR LAND SURVEYOR

Uganda is a very rich country in terms of minerals. Many minerals have been discovered by ministry of energy and minerals and other investigations are yet to be concluded.

According to the ministry some of the minerals which include pozzolana, limestone, gold, vermiculite, cobalt, wolfram, syenite aggregate, kaolin, iron ore, granite, lead, Colton, tin, beryl, manganese, phosphate and petroleum. Many firms were issued Prospecting License, Exploration License, Retention License, Location License, Mining Lease, Mineral Dealers, Goldsmith License include: Lease Management, Maintain Control, Networks, Asset and Service Locations, Accident



AKUTU FOSCA, LS

Investigation Surveys, Statutory Plans, Rehabilitation Monitoring and Control, Water Level Monitoring and volume reconciliation. Land surveyors are critical to the design, planning and safety of surface and underground mining activities, which must be accurately represented on the mine plans.

On 24th, July 2019 One miner went missing, 11 others injured in Ntungamo mine which belonged to German firm, Zanak Holdings. Not getting other accidents that occurred in Mudende small gold mine. The miners did not have protective gears saying that these gears made them uncomfortable and the firm too compromised with safety precautions that even when the incidence happened there was no planned emergency routes for rescuing the victims. With a mine surveyor in place, this can be mitigated and minimized.

As land surveyors we should embrace this section and contribute greatly with our skills and knowledge hence we will be able to save lives, increase in the GPD of the country and the firms too should create opportunities for surveyors and avoid cutting costs because it is dangerous. A mine without a surveyor is a grave. Policy makers should enforce mines to have qualified land surveyors on the site to avoid such scenarios and in the process this will increase productivity and save lives of the innocent citizens creating a great employment opportunity for Ugandan surveyors.

Mine surveyors are very important and play a big role in taking accurate measurement and recording of mine workings. The general surveying duties undertaken by surveyors in open-cut and underground operations



Figure 4: Surveyor setting out the mine plan at Namekara vermiculite mine



Figure 5: Surveyor picking topographic data for volume reconciliation, Namekara mining company, Manafwa

<sup>2</sup> The Physical Planning Act, 2010

<sup>3</sup> Ministry of Lands, Housing and Urban Development, <https://mlhud.go.ug/>







INSTITUTION OF  
SURVEYORS OF  
UGANDA

## SACCO

*Did you Know*

**Membership fee 50,000/-**

**Share Capital 100,000/-**



**Bank**

**Housing Finance Bank**

**A/C Name.**

**Surveyors of Uganda co-operative**

**A/C NO.**

**0100615192**

Interested parties are required to present their National ID/ Passport to the secretariat



# Changing as the world changes ...

**I**n this strange new world where the world has been enveloped by a pandemic one that has seen economies reduced and one that has caused devastation to people's lives. The world has been forced to change and change quickly to adapt an everchanging stance.

In association with Diverse City Surveyors DiverseCity which is complimentary to the work of the RICS, it has RICS members interacting to promote diversity in a voluntary capacity. There is a drive to help to grow the number of RICS membership with a special interest from membership like ourselves with strong associations with commonwealth countries.

There is an aim to increase the "student and AssocRICS" Membership in a bid to aid professional knowledge, Ethical Standards, practises, and interactions. The student and AssocRICS routes being the most straight forward routes for the commonwealth applicant are of interest at present. The approach is both to engage educational institutions and professional bodies and those in practise as applicable. The pathways to be considered are all RICS pathways but with a focus on the more popular routes of Cost Management (or Quantity Surveying), Valuation, Project & Development Management and finally Building Surveying / Facilities Management pathways as many may already be aware. For more information I do advise that you do peruse the RICS website. The challenges of attaining a wider pool of assessor and counsellor are also being considered to



**RSU Sheila Kebirungi Kaijuka (FRICS)**

allow and to reach more of the existing and new candidates. Also, to encourage the embracing of membership of experienced route candidates by the local institutions and the RICS to encourage interactions by all interested parties exchanging mutual beneficial knowledge and ideas.

Of course, in this strange new world we have all be catapulted into, there is an increasing reliance on the digital world and technologies such as Building information Modelling – B.I.M, these are not new technologies although like a repurposed all piece of wood, these technologies have been developed and are now becoming increasingly relevant for the future and infact today. The vision being to developed digital twins and essentially allow all the state holders to interact with their assets or infrastructure. To meet these changes being part of international professional bodies and embracing of the technologies that aid Building information modelling must be the aspiration.

The DiverseCity strategies for increasing memberships are as outlined below by DCS;

## “The outline DCS Commonwealth Strategy:

So what does the new ‘DCS Commonwealth Strategy’ entail?

Well, firstly via our soon to be formed DCS Africa Board via our Project Sponsors: Sheila Kaijuka MRICS and Allan Lwanga MRICS, we are in the process of undertaking a detailed SWOT analysis of the various existing groups in key locations identified by our teams. Moving forward we will aim to proffer a multi-layered conversation starting with existing curricula, whilst attempting to future-proof both the validity and applicability of those same career offers.

To this end, we will also consider the following:

1. Creating better access to RICS APC / AssocRICS level study material.
2. Establish a formal mentorship programme that [promotes soft skills and] can be linked to and supported by other local businesses [commercial opportunities may also be procured through such forums];
3. Convene a more substantial support network for RICS

Accredited Universities within and across the Commonwealth.

4. Hold virtual round table meetings on current (industry) affairs and key issues. This collaborative approach will focus on and generate and foster inter-regional / country-wide participation by younger Surveyors.
5. Host an international speakers forum to address and inspire the young surveyors [an example of this would be to facilitate and extend the UK conversations that DCS have supported, led by Sean Tompkins, RICS CEO and/ or the current RICS President, Kathleen Fontana FRICS];
6. Develop a clear drive with multi-faceted engagement across Sub-Saharan Africa and engage with industry partners keen to explore this emerging talent pool through wider, targeted CSR support “

All the developments or initiatives will be communicated as appropriate to the ISU. We look forward to embracing the future.

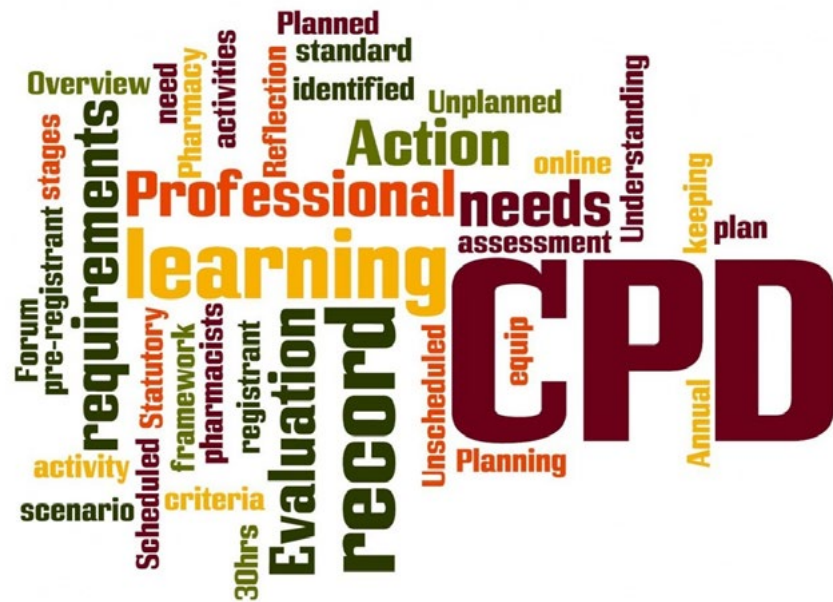


## SURVEYORS REGISTRATION BOARD

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# THE PROS OF CONTINUOUS PROFESSIONAL DEVELOPMENT.



By **NAKATO SYLVIA Nabiseere**  
Student Member ISU, QS CHAPTER

Continuous professional development (CPD) is the process of training and developing professional knowledge and skills through independent, participation based or interactive learning. According to RICS, continuous professional development is a commitment by members to continually update their skills and knowledge in order to remain professionally competent. The knowledge and skills required in a particular career path grows together with the growth of career. With the help of specified learning, CPD permits professionals to expand their capabilities. Continuous professional development helps you move toward your career in the future. It also helps

you achieve your true potential and realize your career aims.

However, it is important to note that continuous professional development courses for professionals should reflect their current expectations as well as future ambitions. The continuous professional development is majorly purposeful when it is a part of a scheduled procedure and personalized separately for a specific profession. It should also have a clear view on the advancement required and imparted by personnel with the essential skills, knowledge and expertise.

Continuous professional development includes three forms that is formal CPD, mandatory CPD and the informal CPD. The formal CPD is

structured learning with clear objectives and outcomes. It consists of seminars, training courses, workshops, structured training, technical authorship, learning which includes an assessment measure of self-managed learning that can be assessed by an expert third party. Mandatory CPD, which is accounted for in formal CPD, requires one to maintain a current understanding of the professional and ethical standards in the process.

Informal CPD is self-managed learning that must be relevant or related to your professional role. It involves but is not limited to private study, on-job training, attending informal seminars or events where the focus is knowledge sharing and delivering or receiving coaching.

## Continuous professional development has the following benefits:

**Enhancement and maintenance of knowledge.** CPDs help ensure that skills and knowledge that is attained is fit for one to deliver professional services to the clients and the community. This is because the skills and knowledge is enriched and boosted in the process as required.

**Staying relevant.** With the ever-changing trends and clients' needs, surveyors need to stay up to date in order to remain relevant in the field. The current knowledge and skills have to be supplemented so as not to become outdated.

**Self-career advancement.** Individuals improve professionally due to a variety of factors but the growth for individuals within the same profession happens at different rates and time. CPDs help ensure that professionals keep up the pace with which the other professionals in the field are advancing.

**Effectiveness.** Principally, effectiveness in work execution is as a result of self-improvement or development in one's career. This involves making meaningful contributions to the syndicate and consequently improves chances of career progress, which might involve duties of leadership, managing and mentoring others.

**External effect.** CPDs are in position to improve external factors especially in the long run for instance the environment, sustainability and the economy, which is extensive to profiting other persons. This is more achievable when the professionals apply the knowledge and skills acquired in CPD trainings.

**Public confidence.** The CPDs bring about increased professional abilities and effectiveness that lead to public confidence in a profession. This might occur internally, either within an organization or to a particular profession broadly.

**Access to experts.** Self-development allows one to build knowledge through networks and opportunities to rub

shoulders with experts in the profession. Improvement in body of knowledge and technology. Keeping up a pace with the knowledge and technology in a profession helps one understand comprehensively the various aspects and therefore creates room and a basis for developing new ideas and enhancing the already existing ones.

**Professional interest. CPDs help you stay engaged and interested in the profession.** Targeted CPDs lead to openness to new knowledge and skill areas. The interest brings about engagements that help one gain a deepened understanding of his/her duties and responsibilities as a surveyor. Conclusively, CPDs are crucial for all persons especially those willing to grow in their career path. The CPDs can be formal or informal, in a way that self-developments can be done at ones free will depending on what the career goals and interests are. Both forms of CPDs are encouraged because they collectively have a variety of advantages to the individual and to the public.

Sources

- RICS
- [continuousprofessionaldevelopment.org](http://continuousprofessionaldevelopment.org)



**Etim Noel,**  
Land Surveying and Mapping  
Department, Entebbe

## THE NEW TECHNOLOGICAL ADVANCEMENT IN SURVEYING SECTOR .

- A new blessing to the young upcoming Land Surveyors in Uganda, as we continue to celebrate the existence of the different technological advancements such as; Uganda Geodetic Reference Frame in Uganda that has taken a year since its existence, the change in the Land Information System in the Land sector.

- Land surveying is undergoing an advancement and has taken a

technological face lift ; this is right away from the introduction of GNSS equipment that have been introduced to carryout surveys ; cadastral surveys , topographical surveys , engineering surveys , Geographical Information System , Remote sensing.

- Surveyors with the help of the Uganda Geodetic Reference Frame , Private Cors Network being introduced within the country have been able to



discover more about the surveying profession ; the young up coming surveyors are able to present systematic work based on the unified Continuous Operating Reference Systems networks within the country . The introduction of the UGRF network where the surveys in an area are based on a unified datum; ITRF2005, Epoch 2010.0, Surveyors are able to systematically submit RINEX file format work at the different land offices and are accepted .

- The new technological advancement has affected the land handling sectors; Ministry of Lands, Housing and urban Development through the world Bank project have upgraded the GRM cadaster software that was in use to the UGLIS that has greatly simplified the movement of work at different Land Offices . This because the new software supports multi task activities without constant movement by field surveyors and other land agents to the land offices. The young upcoming surveyors are able to track the movement of any transaction they intend to carryout through obtaining a transaction number issued from the land office and receiving instant messaging for any success obtained.
- The new upcoming programmes of the Systematic Land Adjudication Certification Project; in Northern, Eastern and Western

Uganda has yielded positive results where thousands of customary land titles have been issued. Uganda as a country has archived about 45% of its land being surveyed and majority of the people being educated about the usefulness of land demarcation and land registration process country wide.

- Lastly the Covid-19 pandemic hitting very hard the country's economy , the Land Surveying sector greatly crippled and the young energetic surveyors unable to go to field during the pandemic start had to develop new technological ideas such as developing the covid 19 database hubs where day to date relevant data is being collected and analyzed for research purposes. The covid 19 data collected by different sectors such as the youth mappers that consist of surveyors and cartographers , research officers will in future aid the making of differently remotely sensed images of different areas affected within different parts of the world and within a country of interest .
- The future of Land Surveying in the country is brightening each and every other day in accordance to the new technological growth being initiated and implemented by the different stakeholders in the country.

## LET'S TALK NETWORKING, YOUR NETWORK YOUR WORTH

**Naggayi Hadjah,**  
Graduate of Land surveying  
and Geomatics, Makerere University



**P**rofessional networking is when you build relationships with other professionals both in your career field and in other related fields which allows you to foster relationships with others that are mutually beneficial to your careers and those in your network.

Networking is not only about trading information, but also serves as an avenue to create long-term relationships with mutual benefits. There are so many values and merits attached to networking in the different aspects of our networks. There is need to know that in life, whoever you are, you cannot be everything for yourself, you will need a number of people to be part

of both your social and professional network. You have got to know that you having a genuine network socially and professionally has many importance including but not limited to, it being an avenue to exchange ideas and exposure to new opportunities, make yourself visible, improve your creative intellect, support from high professional individuals and growth in career status and self confidence not leaving out developing in long-lasting relationships.

Here are some of the key principles in networking; thinking of what you have to offer others, identifying the best person to talk to, thinking about what you want from the relationship, being prepared to listen to others, being generous with your time and attention, taking a risk sometimes, going outside your comfort zone, and following up connections made.

With all that mentioned, always keep the question of who you network with and their relevance to your career at your fingertips because it matters more. Conclusively. Get to know that whatever you do in life, try your level best to be in the good books of people in your professional network though in a positive and respectful way. Surveying network, my life path.

## THE VISION IS GETTING CLEARER

**"For the vision is yet clearer for an appointed time, but at the end it shall speak, and not lie: though it tarry, wait for it because it will surely come, it will not tarry."**



**Asio Lucy,**  
Graduate member QS  
CHAPTER

**T**he vision is getting clearer every second of my life. It all begun on the day where everybody had to make a choice on what to do at university. Known to us is the fact that while every student has a course set in his/her mind, the parents equally have a major career lingering in their heart for the children. They usually say,

"I know what is best for my child." Nonetheless, building economics is the career I ended up pursuing and I am now a proud graduate Qs.

For most graduates the day they sit under the tent, they probably have this in mind,

"I am done reading and staying up till late and waking up early for research and coursework." Yes, I thought so too. Unknown to me was the higher mountain to clamber, a place to be more technical and practical.

The reason a Qs would study different course units such as architecture, design concepts among others was not really

clear to most, me inclusive. All we knew was to get the tape and do measurements or simply get our laptops and prepare certificates and other document. The mindset must have been, "Well, let me get done with it"

I finally got to realize that there was more to all those many course units. For example, before deciding on whether to reduce or increase the cost of a structure, one needed knowledge on architectural design concepts, structural analysis and the current state of the economy. Back then, all these seemed implausible.

"Academic institutions are numerous, but wise and noble teachers are few! Lecture rooms are many and wide and learning materials numerous and readily accessible, yet the number of young men and women who genuinely hunger and thirst for truth and knowledge is very small", says Dr. Albert Einstein.

I am starting to understand it now. With the knowledge acquired from and in the field, my vision as a QS is getting clearer. It was once cast on a stone yet for an appointed time is imminent. This vision shall not tarry longer, especially because of the guidance on site and the assessment of professional competence at the Institute of Surveyors of Uganda.





**Kasingye Anitah Kelly**

# Women in Surveying

*The question here is – Is Woman for Office Job or Fieldwork?*

Well! Many a time “Women emancipation” is a word in the air leaving the other Gender with curiosity as to who will eventually take the lead, mistakenly confusing our African culture with literacy. It’s no doubt that the women are considered a weaker sex than the men which could be both a fact and misconception in various ways.

The Journey of trying to discover this myth “Women surviving in this world as the weaker sex” has brought many challenges and questions especially in finding a comfortable career.

First and foremost, Education is power; the interest of an individual in undertaking a certain study to attain their dream career is key. The value of your literacy shall be determined by your writing, your speech or actions. Employers on the other hand also tend to consider Gender! Once you see all these job adverts on whatever platforms you access and they are looking for “ONLY LADIES” or “ONLY GENTS” Don’t those bells ring “How about my time I invested in my study or in job search?

The point here is I don’t think employers have a right to choose which gender suits the work, given we attend the same classes, we all have the interest, we all need the jobs and definitely we’re ready to give our best. And the individual’s best is where the Mr./Madam Job Giver should emphasize interests and exercise whatever rights they want to have. Let’s do the Scale balance ☹\_ The Interviews.

Women emancipation doesn’t in reality effect equal rights because we got different rights, man is for paternity leave and woman is for maternity leave, this clearly shows you we have different needs in our genders. I think Women emancipation is about bringing the educated



woman to the employment table and once she gets there- Guess what! **WHAT A MAN CAN DO A WOMAN CAN DO.** The measure of one’s weakness and strength cannot be imposed on gender but rather ability and will.

Who does better is more individualistic depending on the varying strength of different bodies. There’s a tendency of women running into the office jobs because they’re comforting unlike fieldwork which gives employers a wrong perception of what suits the gender. Once we have mixed gender in the workplace, there will not be monopoly of any style, the employers company growth curve will be rising steadily with more effort, more work concentration, more discovery and to spice it up greatness in the team work that matches the absolute output.

The Nature of work suits only Individual Ability and Will.

# AAQS



## HONORARY AWARDS

Virtual, Ghana 2020

The following AAQS awards were made during the AAQS General Assembly



### Mr. Boaz Chepsergon Komen

Kenyan Winner Of The Africa Graduate Gold Medal Award

Following an intensive nomination process, Boaz Chepsergon Komen was recognized at the AAQS General Assembly Meeting in October 2020 as the first-ever recipient of this prestigious award. He completed a first class Honours Degree in Quantity Surveying at the Jomo Kenyatta University of Agriculture and Technology in 2019.

Mr Komen has overcome the challenges of being born in humble conditions in Baringo County, and excelled in his early studies, securing admission to the prestigious Alliance High School – he appropriately describes this as a “wonderful opportunity”, using this to gain entry to university in 2016. Throughout his university course, he consistently achieved exceptional results, far in excess of average class marks. However, in addition to academic excellence, nominees for this award are required to demonstrate personal qualities which typically include active

involvement in extramural activities, significant contributions to community, a sense of social responsibility, and leadership experience, all of which promise to positively contribute to the quantity surveying profession in their future careers.

The winner impressed the selection panels with both the breadth and depth of his performance in all categories – no mean achievement for a 23 year old. The nomination submissions of the Institute of Quantity Surveyors of Kenya (IQSK) included numerous testimonials describing him as a young man of impeccable character and admirable community spirit.

Since graduation, Mr Komen has been employed as an assistant quantity surveyor by the contracting organisation Efil Enterprises Ltd. Due to travel restrictions related to the Covid 19 pandemic, the AAQS was unable to make the official award to Mr Komen personally – an event which will take place once circumstances permit.



## Mr. Ayodele Faleye

Nigerian Winner Of The Africa Young Achiever Award



Following a continental-wide process amongst all AAQS National bodies Mr Ayodele Faleye was announced at the AAQS General Assembly Meeting in October 2020 as the first-ever recipient of this significant award. In an effort to promote the industry to young professionals, the AAQS recognizes the contribution Young Quantity Surveyors make to the industry and the future of the profession. This category is only open to registered professional quantity surveyors / members of AAQS Institutional Member organisations under 35 years of age

The list of requirements to be met by potential awardees is substantial. These include extraordinary achievements in their scholarly pursuits, the pursuit of post tertiary education knowledge gathering,

notable contributions to sustainable (social, economic and environmental) development, involvement in community activities and recognisable social upliftment, and, most importantly, the demonstration of leadership ability and his or her contribution to building the image of their employer organization(s) and the quantity surveying profession in general

Mr Faleye, who lives in Abuja, has a BSc (Hons) (Quantity Surveying) degree, as well as having been noted for particularly excellent achievements in successfully gaining a Masters Degree in Project Management. In addition to meeting all the criteria for this award, the recipient is particularly prominent in his activities within the formal quantity surveying professional structures (most notably the NIQS that nominated him for this award), in aggressively mobilising the furtherance of new young talent in many fields of the QS profession.

*We look forward to continued involvement of this high achiever as he progresses further within his chosen career path.*

## Mr. Len Harris

Merit Award for service to the quantity surveying profession

The award is made in acknowledgment of distinguished service to the quantity surveying profession over many years in South Africa, internationally, and as a Council Member and the first president of the AAQS

## Mr. David Gaitho

Merit Award for service to the quantity surveying profession

The award is made in acknowledgment of distinguished service to the quantity surveying profession over many years in Kenya, as a Council Member and a past president of the AAQS

## Mr. Nathan Behangana

Merit Award for service to the quantity surveying profession



The award is made in acknowledgment of distinguished service to the quantity surveying profession over many years in Uganda, and as a Council Member of the AAQS

## Mr. Boaz Chepsergon Komen

Winner Of The Africa Graduate Gold Medal Award

In an effort to promote the industry to young graduates, the AAQS recognises the contribution young Quantity Surveyors make to the industry and the future of the profession and recognises the potential shown through their tertiary studies and community support activities.

## Ms. Patience Namugenyi

First Runner Up – The Africa Graduate Gold Medal Award



In an effort to promote the industry to young graduates, the AAQS recognises the contribution young Quantity Surveyors make to the industry and the future of the profession and recognises the potential shown through their tertiary studies and community support activities.

*The award is in recognition of his tireless efforts, devoted and dedicated service to the AAQS for almost the entire existence of the association*

# LEADERSHIP

Racheal Ankunda (QS).



Leadership is not a person or a position but rather a complex moral relationship between people based on commitment, obligation trust as well as shared vision of the good. It should be more of participative than directive. Ninety percentage of leadership is the ability to communicate something that the people want. The deepest fear for most people is that they feel inadequate or not powerful enough to be leaders. However, you are never too small to make a difference.

Along the journey of being a leader, several people may be criticized for their leadership styles. Take these criticisms seriously and not personally, analyze them and in case of any merit, try to learn from it. One of the criticisms some leaders face, is that they are not aggressive enough because they

are empathetic. Do not be intimidated by such obstacles because they are utterly unimportant. Rather stay committed and focused to creating value because the world respects creation of value and people will eventually get out of your way.

Leadership is about making people better as a result of your presence and the impact should be felt even in your absence. Magic happens when you connect with people, making it a point to truly know them and help them whenever you can. This becomes the backbone for achievement as a leader. Several people believe that a good leader is one with the biggest crowds, however to be a good leader, one should be confident, have a positive attitude, be responsible, conscious and soulful. A great leader is unafraid to defend the good cause for the community they lead.



# Interview

## WITH LONGEST SERVING ISU PRESIDENT.



### **1. Dr. you have been in ISU leadership for quite some time, please take us through your leadership journey at ISU.**

I was first elected to the ISU Governing Council in 2016 as the Land Surveying Chapter Chair. I served as chapter chair for two terms i.e., 2016/2017 & 2017/2018. Then in April 2018 I was elected as the President for the 27th Governing Council. Thereafter, the ISU Constitution was amended at the Extraordinary General Meeting in July 2018 instituting a two years non-renewable term for the President. Upon expiry of my first term in April 2019, I was re-elected for a new two years terms i.e., 2019/2020 & 2020/2021

### **2. Can you name a person who has had a tremendous impact on you as a leader? Maybe some one who has been a mentor to you? Why and how did this person impact your life especially in the Institution?**

Within the Institution I have been greatly impacted

by IPP Richard Masereje. I served under him on the 25th and 26th Governing Councils and learnt a lot from him. One of the most important things I learnt from him is the notion that leadership matters – a leader must have foresight to think strategically even if the people he/she leads may not adequately understand or even support the vision of the leader. I also consider Prof. Moses Musinguzi to be a mentor not only as a leader but also as a professional. One thing I learnt from him is humility

### **3. In your current capacity as President, what are the most important decisions you made as a leader of your organization?**

Certainly, there have been many important decisions made not only by me but together with the colleagues I have served with on the 27th, 28th and 29th Councils. I think the most important decision we made was the Fit For the Future discussions addressing the future of our profession. As a profession we had never discussed in detail the future of our profession in Uganda and I think the FFF discussions helped us chart a way forward for the profession.

### **4. When the COVID 19 pandemic surfaced, what came to your mind as the President of the Institution, did you ever think it was the end of the Institution work?**

Initially we thought that the pandemic will last a short time – probably a month. If you remember the 1st lockdown in Uganda was announced when we had only 3 weeks to the 4th Pre-AGM Conference and 29th AGM. So as Council we postponed both functions thinking that in a month or two the situation will have normalized only to realize that the pandemic was here to stay. When this sunk in, we now moved to discussing how to make the institution relevant amidst the challenges. We made use of the

various social media platforms of the Institution to continue with our activities and then the game changer was zoom which made it possible for us to conduct CPDs virtually. In the end I think the pandemic was a blessing in disguise because using the virtual platforms we have been able to hold at least one CPD every week. Additionally, the virtual CPDs have allowed all our members to attend especially those that are upcountry. We were also able to hold our 29th AGM virtually and it was successful. So overall the pandemic has helped us to reach many of members virtually than we used to do physically.

### **5. You have been the longest serving President of the Institution, why is this?**

At the end of IPP Richard Masereje's term the 26th Council proposed a number of amendments to the Constitution. One of them was to make the President's term two years non-renewable given that the precedent since the revival of ISU had been that Presidents normally served two terms of one year each. Unfortunately, the amendments were not passed by the 27th AGM meaning that when I was elected President in April 2018 my term was for only one year. However, the 27th AGM had mandated the 27th Council to convene an Extraordinary General Assembly to amend the constitution. When this was convened in July 2018, the term of President was made two years non-renewable. So, in April 2019 I was now re-elected under the amended Constitution but for a term of 2 years.

### **6. What was the most challenging time in your leadership at ISU?**

The Fit For Future discussions were sometimes very heated. Some members were not happy with Council as they thought we were breaking up ISU without good reasons.

### **7. How can the next ISU leadership ensure that Surveyors get more and more work and relevance in society?**

Firstly, we need as surveyors to continue engaging the public. For a long time, the public does not understand who we are and what we do. The only surveyor the public knows is probably the land surveyor – who is also known for land titles only. The next ISU leadership must continue selling surveyors to the public. Explaining what land

surveyors do, Valuation surveyors (valuers) do, quantity surveyors do and their relevance to the built environment.

Secondly, the next council must continue inculcating professionalism and ethics to the members. Surveyors must provide a high level of service to the public and in so doing the public will begin to distinguish between surveyors and quacks.

### **8. What can you point at and say, in my regime, I did that?**

I think our biggest achievement has been the improvement in the structure of the Assessment for Professional Competence (APC). The APC has not only matured over the last 3 years but it has also led to an increased number of Registered Surveyors. Looking at the number of RSUs almost half have been registered since 2018. Additionally, all surveyors are now well aware of what is required to attain registration – this has removed guesswork and complaints of bias.

### **9. Why are surveyors still stuck in one-man firms of operation?**

I think that this had a lot to do with the number of RSUs. There was a time when almost all RSUs were employed by government such that the few who were fully in private practice found it more lucrative to have one-man firms. With the increased number of RSUs the situation is changing rapidly, now we have a number of firms that have more than one RSU, examples include GMT, SM-Cathan, Grid Surveyors, YMR, etc. Additionally, competition is making one-man firms unsustainable and I think more partnerships are going to emerge.

### **10. Dr. what is your take on the role of tenure system in the development of Uganda.**

Personally, I look at our tenure systems as both an advantage and a hindrance. As an advantage, the current tenure systems give the citizens of Uganda the right to own land unlike in many countries where citizens can only get leases. Additionally, the recognition of customary tenure takes cognizance of the different customs and norms towards land in Uganda – recognizing that land is part and parcel of



who we are as Ugandans.

As a hindrance the tenure systems generally do not encourage development and are a precursor to land fragmentation. Additionally, physical planning has remained a pipe dream especially on Mailo land hence leading to the creation of slams

**11. Years have passed by and we still have a problem of Quacks in the profession, why has it been hard to eliminate them?**

In my view this goes back to the problem of the public not knowing who surveyors are and what they do. Additionally, distinguishing between professional surveyors and quacks has also not been easy for the public. However, with avenues like the USSD \*284\*20# and the continuous engagement with the public, the situation is changing. Nowadays many members of the public are demanding to see the registration certificates of surveyors and their practicing licenses. Hopefully this will eliminate quacks in the long run

**12. There are so many Ministry Zonal offices in this country, why is the time taken to deliver a land title so long?**

I think we have to appreciate that moving from an analogue system that had served the country for over 100 years to the NLIS was always going to take some time. Countries like Sweden that have had functioning LIS for many years are still grappling with some challenges so the assumption that the NLIS was the magic bullet was in my view wrong to begin with. Additionally, corruption, incompetence of some of the staff and the general bureaucratic systems of government have also hindered the full implementation of the NLIS. However, I am hopeful that the system will continue to improve as both the staff and the users including surveyors learn more and get more experience with the system

**13. Dr. the institution has knotted international ties with world wide professional bodies yet we don't see their influence here in Uganda, where is the problem, how can we utilize these bodies?**

Of course, the problem starts with the assumption that being members of the international bodies

should somehow have some influence on the local activities of surveyors. This in my view is wrong. Memberships gives you opportunities for networking, joint CPDs, development of international standards and promotion of the profession globally. The onus is then on the ISU Council and the members individually to explore how to grab the above opportunities. As an example, ISU has participated actively in the development of the ICMS and IVS for quite some time and now many of our members have customized the standards and are using them in their practice- just one benefit of membership in the ICMS coalition and the IVS coalition.

**14. What advice would you give someone going into a leadership position for the first time?**

- 1) That service in ISU is a voluntary endeavor and therefore do not come into service if you expect to be paid a salary or allowance. Infact you will be the one giving both your time and money if you want to be an effective leader
- 2) Have a clear vision for any position you aspire to and once elected sell this vision to the other council members and the entire membership of the Institution. Without a clear vision you risk being swept away by the wind.
- 3) Know that leadership is about serving others and not waiting to be served. I think Mark 9:35 summaries it very well "Sitting down, Jesus called the Twelve and said, "Anyone who wants to be first must be the very last, and the servant of all."

**15. Any other communication to the members of the Institution?**

I want to thank the members for the support they have given the Institution and the profession over the last 3 years. It has been an honor and privilege to serve as your President. I hope that through our service we have moved the Institution forward.

Finally, on behalf of my family I want to thank the members for the love and support that they showed us during the sickness and eventual death of my wife – Beatrice Namitala Ssengendo. Even though many of the members did not know Beatrice personally, the outpouring of love and support was amazing and beyond my wildest dreams. May the Good Lord reward everyone abundantly.



# GOVERNING COUNCIL ELECTIONS 2021

## RSU EVAS TUMUHEIRWE BWOYE,

### Land Surveyor/GIS Practitioner, RSU, FISU - Profile



**E**vas Tumuheirwe Bwoye is a Registered Surveyor of Uganda and a Fellow of the Institution of Surveyors of Uganda. She has been a member of ISU for the past 17 years.

She holds a Masters with a distinction in Geospatial Sciences from Curtin University, a BSc. Surveying from Makerere University, a Post Graduate Diploma in Project Planning & Management from Uganda Management Institute, and a Diploma in Civil Engineering from Kyambogo University.

She is currently the Manager of the Block Mapping/GIS department

at National Water and Sewerage Cooperation (NWSC). \*NWSC currently operates in 258 towns in Uganda.\*

Evas was the very first graduate Surveyor to be employed by NWSC in July 2004. Currently, NWSC employs 34 graduate Surveyors, 31 of which are members of ISU. Evas has personally encouraged and recommended all of them and others to join ISU, and that has been her always, an ambassador of ISU wherever she has worked. Over the years, she has mentored and continues to mentor many young surveyors.

Evas spearheaded the transformation of the Surveying/



Mapping department in NWSC from the analogue based to a digital/GIS centered department. With this, there was also an upgrade in software, hardware, and acquisition of high precision survey equipment. This wouldn't have been possible without the lobbying and engagement of management that Evas did diligently. This transformation has eased the work at NWSC, improved service delivery and also reduced on the costs incurred by management as far as data management and dissemination is concerned.

Evas has also participated in the design of the NWSC Geo database which aims to accommodate the various geometric data that is relevant for both commercial and technical operations of the corporation.

Furthermore, she was part of the team that developed and deployed web applications used by various departments in NWSC to access maps from the GIS Office using the ArcGIS Server Software. These applications are now accessible over the normal Internet browsers in every office/department within NWSC.

Beside her roles as Manager GIS/Block mapping, she was part of the lead team for implementation of the Quality Management System

and was responsible for Document Control for NWSC Head Office. Evas is a trained auditor for Quality Management Systems.

Furthermore, Evas has participated in NWSC External Services as a GIS and Mapping Consultant with Water Utility Companies outside Uganda which include; Ghana Water Company, Thika Water and Sewerage Company - Kenya, Nairobi Water Company, Sierra Leone Water and Sewerage Company, among others.

She also previously worked as a part time lecturer in the department of Spatial Sciences at Curtin University - Australia

Prior to joining NWSC, Evas worked as an Engineering Surveyor with Aqua Consult Engineering Consultants where she gained extensive experience in writing bid winning technical and financial proposals. While here, she also participated in the comprehensive designs for water systems in various towns/districts which include Kalangala, Kyotera, Wobulenzi, Rakai among others. Furthermore, she was part of the Sustainable Sanitation Solutions in African Cities Project, a study that was undertaken by Hydroconseil, a French firm together with Aqua Consult Uganda.

She has served as secretary on various NWSC management and Board meetings, Secretary for gender for Kitikifumba Residents Association, current Treasurer for Shimoni Estate Mulawa, an Association that brings together more than 700 households. She has also previously worked in the accounts section of the Women Finance Trust Bank - Uganda.

\*Evas was among the founders of Makerere Association of Student Surveyors (MASS). She served on the first committee as the Vice President of MASS. Her desire has always been to foster unity and development in the Surveyors' fraternity, discouraging mediocrity and striving for excellence. These qualities have also been exhibited at her work place, and in other areas where she has served.\*

Evas promises to continue promoting and building ISU through efficient and effective communication.

She is experienced in both matters of Surveying and management. She possesses a unique blend of qualifications and is a person of multiple skills and talents. She will be of great value and a great team player to ISU, which will in return help the ISU Council to achieve its overall objectives.

# RSU ROBERT WAFULA - MRICS

## ABOUT ME

I am a Registered Surveyor of Uganda (RSU) and a Fellow of the Institution of Surveyors of Uganda (FISU).

Am also a Chartered Surveyor (MRICS) with the Royal Institute of Chartered Surveyors (RICS)

## EDUCATION

Have a Masters in Geoinformation Science & Technology, Makerere University (MUK) (awaiting graduation)  
BSc. in Surveying from MUK, and a Post graduate Diploma in Project Planning and Management from Uganda Management Institute (UMI)

## WORK EXPERIENCE

I currently work as the Head of Surveying and GIS division of Gauff Consultants (GCU), a Civil Engineering consulting firm (majoring in Roads, Water/ Sanitation, Bridges and Airports). My bias is therefore in Engineering Surveying (Over 15 years) covering roads, bridges, water surveys. But with also vast experience in Cadastral and RAP studies.

Previously, I worked with Kampala Capital City Authority (KCCA) and Project Management and Engineering Consultants (PROME).



Period	Position Held	Benefits
2006 -2007	Secretary /Minister for Information at Nsibirwa Hall	Pro bono service
2017- Date	Member of the ISU Membership, APC & Education Committee	Pro bono service
2015 - Date	Head of Surveying and GIS division @ Gauff Consultants (GCU).	Formal (Paid) employment
2019 - Date	Career Guide/ Counselor at Career Agenda.	Pro bono service
2019 - Date	Chairperson of the Land & Development taskforce at Church	Pro bono service

See ABOVE. Am an expert in offering pro bono services & I fully understand that ISU is a pro bono service institution; AM IN FOR IT



MY JOURNEY DOWN THE ISU MEMORY LANE

I have and continues to be fully engaged in ISU activities since 2017. Since 2018, I have been a member of the Membership, APC & Education Committee where I have served diligently. My roles at ISU have been;

- Training graduate members through the APC Process for Upgrade to Professional Associate.

- Have trained over 250 graduate members
- Mentorship of Graduate members and professional associates. Have mentored over 20 graduate members. 70% of them have been successful at APC
- Conducting refresher trainings for Counselors and Supervisors
- Peer to peer guidance of Counselors on the APC process, who later on guide graduate members
- Conducting competency based

interviews and assessments for graduate members before promotion to professional Associate.

- Advising the Land surveying chapter on the required competency for the Engineering Surveying core competency.
- Participating the ISU visibility programs by being a regular writer in the ISU annual magazine publications.

SUITABILITY FOR THE POST

Being a Land Surveyor and having worked with Valuers on a number of RAP/Compensation projects and having also worked with Quantity surveyors on vast construction projects. I fully understand the challenges of each profession.

Secondly during my tenure as a member of the ISU Membership, APC & Education Committee, I have closely worked and interacted with the ISU Chapter chairpersons, Honorary Secretaries, Presidents, immediate past presidents as well as the secretariat staff. Therefore, I vividly understanding the Weaknesses/challenges, and Threats (WT) as well as the Strengths and Opportunities that we have as ISU. I therefore, strongly believe, that if the Strengths and Opportunities are well harnessed we can overcome the WT. Therefore, I present myself as the most credible candidate to consolidate what has so far been achieved and built on more as stated above.

RSU ALOZIUS GONZA



Gonza Alozius, for a Transformational and Revolutionary Leadership.\*

Today, we present to you \*Mr. Alozius Gonza.\* He is seeking for your votes come 17 April 2021 at the AGM as the \*Vice President of the Institution of Surveyors of Uganda for the period of 2021 -2023.\*

Here is a brief about Mr. Gonza.

He is a Registered Surveyor of Uganda (RSU) and a Fellow of the Institution of Surveyors of Uganda (FISU).

He holds a Masters in Business Administration from MUK, a first class Hons. BSc. in Land Economics from MUK, and a Diploma in Civil Engineering from Uganda Technical College, in Masaka. He is currently undertaking a MSc. in Information Technology (Data Science) from ISBAT University.

Previously, Gonza has lectured at the Institute of Survey and Land Management in Entebbe, and has also worked at East African Consulting Surveyors and Valuers as a Valuation Surveyor/Branch Manager.

But most importantly, he was the Head of Valuation at KCCA from 2012 - 2019. While there, he was the Subject Matter Expert for the Implementation of the Computer Aided Mass Valuation (CAMV) project and the lead personnel in the implementation of the City Address Model for KCCA.

He was also the Chair of the Valuation Chapter of ISU for the period of 2017 to 2018.

Currently, Mr. Gonza is the Managing Director at GMT Consults Limited, a Technology, Management, and Development firm, providing consultancy and advisory services to a diverse range of clients in sectors including but not limited to Finance, Land and Property, Energy, Water, Transport, Oil & Gas, Agriculture and Trade for Sustainable Development. Gonza mainly handles consultancy work in Land Policy, Land tenure, Land acquisition, Local Government

Financing, Housing and Urban Development.

He is also currently the Head of the KCCA STAFF SACCO, a position he competed for and won comfortably in the year of 2019. The KCCA STAFF SACCO currently has over 1000 members. Given the opportunity, he would tap into the experiences gained at the KCCA STAFF SACCO, borrow what has made it very successful, and implement the same in the ISU SACCO to make it not only more vibrant, but also more profitable and beneficial to the members of ISU. Gonza plans to make the ISU SACCO more attractive to members and also continue persuading through engagement those who haven't joined to come and be part.

Gonza has passion for matters concerning ISU. He has represented ISU on various fora and media including shows on NBS TV about the Role of Institution of Surveyors

as well as generally shaping the property conversation discourse. He has also been on talk shows of Radio Stations like Next Radio and CBS Emanduso discussing the property sector in Uganda.

Mr. Gonza has also sponsored himself and represented ISU in many Global Seminars around the world. Some of these include the International Valuation Standard Council AGM in Dubai, The Habitat 10 in AbuDabi, The Mass Appraisal Conference in Thailand, among others.

Gonza has come with a 12 Point programme attached, and hopes to continue with the transformation and revolutionisation of ISU, to the heights that all of us admire, to the heights that all of us dream of, to the heights that can make each and everyone of us proud, and to the heights where the Surveying profession is respected by all and sundry.

RSU FLAVIA NAKIMULI

Who is Flavia Nakimuli?

Reliable. Versatile. Approachable

I am a Fellow with the Institution of Surveyors of Uganda (ISU) and a Registered Valuer, duly registered with the Surveyors Registration Board (Reg. No.137). I have 16 years of experience in this field. My experience has taught me the

value of teamwork, learning from each other and how the right leadership can influence change and growth of a team. This journey has led me to contest for the position of Vice President of ISU.

I am enthusiastic about seeing the position of the Institution of Surveyors of Uganda strengthened as the leading real





estate and survey think tank in the country, by promoting professional development and self-regulation, in order to observe a high standard of service delivery.

I hold a Bachelor's degree in Land Management and Valuation from the University College of Lands and Architectural Studies (UCLAS), that was a Constituent College of the University of Dar es Salaam. My Master's degree is in Business Administration, with a bias in Finance, from Makerere University.

I am a holder of PRINCE 2 Certification and in the process of attaining PRINCE 2 trainer status. My expertise ranges from valuation appraisals within the private sector and statutory valuations predominantly in the public sector. My professional journey started at Knight Frank Uganda, where I was exposed to a range of real estate services including property

management, valuation for various purposes, real estate agency (sales and letting).

In the public sector, I have been engaged with the biggest infrastructure projects in Uganda, one of which is the Standard Gauge Railway Project (SGR-P) – Ministry of Works and Transport where I was the Senior Valuer and Team Leader Land Acquisition, co-ordinating various activities including survey, sociology, legal and environment.

I am currently the Manager, Valuation Services at Newplan Limited, a private sector firm that offers a range of consultancy services, including but not limited to engineering, cadastral and engineering surveys, valuation, Health and Safety, architecture, legal etc in different service sectors such as electricity generation, transmission and distribution, oil and gas, highways and transport, and social and environment. Under

the Valuation Services business unit, I have managed and led over 90 valuers, at various competency levels on the East Africa Crude Oil Pipeline Project (EACOP), and also offer land acquisition consultancy and advisory expertise on other government infrastructure projects. I was among the first professional valuers to lecture and supervise final year projects at Makerere University in the Department of Construction Economics then, and consequently mentored and continue to mentor many of the professionals that we now have in the Institution.

With this brief, I seek to be elected as the Vice President of ISU, come 17th April 2021. I believe that I will serve the Institution to see it grow and evolve into one that makes the members and the country proud, with a commendable level of professionalism and versatility to adapt to the dynamic world we practice in.



## IT IS IMPRACTICABLE TO PUT A CEILING ON LAND OWNERSHIP

Joseph Kimbowa

Towards the end of 2020, a team of experts from Human Rights and Peace Centre (HURIPEC) authored a report titled 'Land capping in Uganda: *Tackling the land crisis through regulated acquisition*' in which they want government to

set a ceiling on land acquisition.

The experts argue that if every Ugandan is allowed to own only that amount of land which they can efficiently and productively utilize, then the country will rid itself of rampant evictions/displacements on the one hand

and idle land on the other.

There is no arguing against Uganda's land crisis, but the solution doesn't lie with capping land ownership! While the authors of this report are right to urge government to set a threshold beyond which foreign investors cannot 'buy/lease' land in Uganda, the same restriction cannot be set for nationals.

First, Uganda's is a free-market economy where one can own as much property as they can afford, land inclusive. Let's not punish people who chose to invest in land as a source of wealth. At this rate, we may slowly sink into a socialist economy where every person is expected to explain the amount of money they have in the bank, why they have ten cars or five houses, why they have 50 acres of coffee or 1,000 heads of cattle.

As a matter of fact, there are many advantages for owning large parcels of land, one of which is commercial agriculture. Are the authors of the report more comfortable with fragmented settlements and subsistence farming?

Further still, the colonial history of this country birthed four land tenure systems – Mailo, Leasehold, Customary and Freehold – all of which can hardly be tampered with, without causing anarchy.

So, did the authors of this report mind about institutional land? The likes of the catholic and protestant churches and cultural institutions own land in square miles. Buganda alone manages at least 1,000 square miles and more of its land is still in

government hands. How sure are we that such a regulation would not set a precedent for future limitation on how much land an institution should own?

The same report suggests that if an owner fails to effectively utilize land for some time, it would revert to government. But what fits the definition of idle land? Does it depend on size or location? Pastoralists and agriculturalists let land be for some good years to gain fertility; does that qualify to be idle land?

We have real estate dealers who buy land and leave it to gain value to sell at a profit. Some people buy land and reserve it for their children. What about estates that haven't been distributed to rightful beneficiaries? Will government take away all this land?

We believe that this report's recommendations are just simplistic, skirting around the real problems. Instead of depriving Ugandans of the constitutional right to own land, the focus should be on 'how to promote legal and fair access to land.'

These experts want government to reclaim idle land, but have they studied how public land, which is already in government hands, has been handled? How many Ugandans know that public land is supposed to be equitably and freely distributed? As the commission of inquiry into land matters led by Justice Catherine Bamugemereire showed us, public land has been shared among the privileged few, and the owners are in turn wreaking

havoc on squatters. Is this the same government that we want to entrust with more land? Maybe the ceiling should be put on public land. But you cannot limit people from acquiring land with their hard-earned money.

Besides, stories abound of double titling, issuance of titles in wetlands and forest land, issuance of titles on encumbered land, eviction of dependents off land of the deceased, etc. All these have no relationship with the size or utilisation of land. The bottom-line is that Uganda's land time-bomb lies in the systematic failure by government, by both omission and commission, to tackle incompetence in the land management value chain.

While appearing before the commission of inquiry into land matters in 2018, Katikkiro Charles Peter Mayiga highlighted a number of factors causing havoc in Uganda's land management.

He first highlighted weaknesses in the institutions relevant to the law and order sector as well as the land sector in general. These include the Ministry of Lands, and District Land Boards, Uganda Police, and the Directorate of Public Prosecutions which usually cause delays and frustrations in the investigation and prosecution of land-related crimes.

These are then amplified by Corruption. It is usually because of corruption that the wrong people easily get titles for huge chunks of land and later evict squatters with the support of police. When such squatters seek redress from



courts of law, they are met with a compromised, slow and sometimes unfair judicial process. These are the real problems that need fixing!

We can start with the simple but more relevant options. Reestablish district land tribunals for speedy hearing of local land matters.

The land fund should be well financed and operationalized. This fund was supposed to cater for land problems such as paying off absentee landlords but over the past years, it has been selectively applied. Let's use this money to pay landlords and give absolute ownership to squatters.

We also need to strengthen and equip land management agencies, create awareness of rights for Ugandans and economically empower squatters so that they gain capacity to buy their interests from landlords.

Government should also prevail over some customs that don't promote free acquisition of land. Why don't we register customary land such that access to that land is free to all Ugandans, not necessarily people from that particular area? This would reduce the pressure from private mailo as people would easily purchase land from other parts of the country.

Land in Buganda is competitive because of availability of amenities like roads, schools, hospitals, electricity, etc. We need to equally distribute these amenities across the country such that it makes economic sense to acquire land from anywhere in Uganda.

That will create a leveled ground for the acquisition of land, irrespective of its size or location.

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The author is the Team Leader, Communications at Buganda Land Board

## VALUATION UPDATES IN UGANDA (Insights from the Commissioner Valuation)

I am Gilbert Kermundu, a Registered Valuation Surveyor of Uganda and a Fellow of the Institution of Surveyors of Uganda. I have been requested to provide highlights on my new role as the Commissioner Valuation, the status of the Valuation Bill, changes happening in the Valuation Department and the future of valuation in the Country. As can be seen in the above request, I have recently been promoted to the position of Commissioner in the Department of Valuation, Ministry of Lands Housing and Urban Development (MLHUD). I must admit that I am exhilarated to have been chosen to take up this role and I look forward to doing my best to serve the Country and the Valuation profession at large.

Over the years, I have mentored a vast number of professionals and graduates in the profession, and I remain passionate about valuation especially in passing on knowledge to our upcoming valuers.

On my new role as the Commissioner for Valuation; As the Commissioner, I am the head of the Valuation Department and our major function as a Department is to provide timely and reliable valuation services to Government. This function has a direct impact on Government fiscal expenditure and fiscal revenue mobilization through valuation of assets under compulsory acquisition, taxation, rent, acquisitions, disposals, Government leasing amongst other purposes. At a broad-brush level my role as the Commissioner entails providing strategic leadership, coordination and guidance for the delivery of the valuation functions in the Country. This is achieved through executing the duties and responsibilities which include but are not limited to the following;

- Providing strategic leadership, guidance and coordination in the review development and implementation of policies, legislation, standards,



**Gilbert Kermundu**

Commissioner Valuation/Chief Government Valuer

regulations, strategies, guidelines and programmes for efficient and effective delivery of the valuation function in the Country.

- Ensuring that technical valuation support, training and guidance is offered to various stakeholders including Government Ministries, Departments and Agencies (MDAs), Local Governments, land holding/management Institutions and the general public amongst others
- Planning, budgeting and accounting for the resources and performance of the Department as well as supervising, mentoring and appraising the performance of the staff of the Valuation Department What I can say is that it is a huge task and responsibility which can only be achieved through effective and collaborative teamwork with my staff and all other stakeholders.

### Regarding the Valuation Bill;

As you might already be aware, several engagements and consultations have been made on the Draft Valuation Bill. I must point out that this Bill is intended to provide for regulation of the Valuation function and services in the Country. The Bill amongst others provides for the creation of an Institute of Certified Valuers of Uganda and a Governing Council modeled against the Valuation Professional Organization (VPO) stipulated by the International Valuation Standards Council (IVSC) for

purposes of training, accreditation and regulation of valuers. It also provides for the establishment of the office of the Chief Government Valuer clearly indicating amongst others its mandate, roles and powers.

The Valuation Bill is still in draft form but its principles have been approved by the Top Management of the Ministry awaiting final approval by Cabinet. We envisage that the Valuation Bill will be tabled in Parliament before the new MPs are sworn in.

### Changes at the Valuation Department:

In a bid to strengthen Valuation Services in the Country, Government of Uganda elevated the office of the Chief Government Valuer from a Division under the Department of Land Administration to a fully-fledged Department in the Financial Year 2019/20. This elevation is a key milestone which must be celebrated and we applaud the Hon. Minister of Lands, Housing and Urban Development and the Permanent Secretary for their relentless support in realizing this dream.

The elevation however comes along with fresh dynamics of structuralization, process/workflow management, human resource development and planning among others. These changes require a pragmatic approach to organizational business rethinking in order to realign with the overall Ministry structure and be able to deliver on the mandate. In this vein, the staffing level in the Department has recently been enhanced with the promotion of three (3) officers to the position of Principal Government Valuer and targeted training of officers within the Department is also underway to boost the human resources in specialized valuations. So far 6 valuation staff have been trained at Masters Degree level (4 in the UK, 1 in France and another currently in India). One (1) officer is already pursuing a PhD in a relevant field of Valuation and two (2) others are in the process of enrollment.

In the same spirit of strengthening the Valuation function in the Country, the Ministry with support from the USMID AF project through the Valuation Department is in the process of facilitating the Development of National Valuation Standards, Guidelines and Manuals, a Valuation Professionalization Framework, a Valuation Professional Portal, a Land Valuation Management Information System (LAVMIS), a Valuation Databank and Property Indices in collaboration with Uganda Bureau of Statistics (UBOS).



## The Future of Valuation:

Valuations are used for a multitude of purposes especially in guiding decision making both in the private and public sectors. Valuations largely affect the effective operation of financial and real estate markets and over the years, especially in the aftermath of the 2007/08 Global Financial Crisis, the need for reliable valuation services has spiraled. The profession has evolved over time and new asset classes have emerged. Consequently, I believe that the demand for valuation services will remain unwavering in the near future.

The above being said, in the Ugandan context, the lack of a specific legal framework for the valuation practice has been at the center of the problems bedeviling the practice: these include inter alia; unethical practices and unprofessionalism by practitioners, unexplainable valuation variances on the same properties between different valuers amongst others. These problems

have in some cases caused loss of trust in the profession in the eyes of clients and the general public. On the side of Government especially in land acquisition, these problems have contributed to the breach of fundamental constitutional provisions regarding prompt, adequate and fair compensation of project affected persons.

With the enactment of the Valuation Law, development of National Valuation Standards, a Valuation Professionals' Portal, creation of the Institute of Certified Valuers of Uganda, development of a valuation databank amongst other interventions, I believe that we shall have more credibility and visibility as a profession. This is on condition that each one of us will play their role, most importantly, by being ethical, and demonstrating unquestionable levels of integrity and patriotism.

Other than that, I take pleasure in striving each day to be the best and perform my duties to the best of my abilities and I encourage us all to do the same.



## PRE-AGM CONFERENCE PROGRAM 16TH APRIL, 2021 AT SPEKE RESORT HOTEL- MUNYONYO

**THEME: THE BUILT ENVIRONMENT RESILIENCE IN THE CONTEXT OF EMERGING GLOBAL CHALLENGES**

TIME	ACTIVITY/ TOPIC	PRESENTER
<b>16<sup>th</sup> April , 2021</b>		
<b>SESSION ZERO</b>		
7:00 - 8:50hrs	<b>Registration / Breakfast</b>	
8:45 - 8:50hrs	Anthems 1. Uganda Anthem 2. East African Anthem	
8:50 – 8:55hrs	Opening Prayer	
8:55 – 9:00hrs	Remarks by the Chairman Organizing Committee	<b>RSU Eliot Ankunda</b> Chairman Social Affairs Committee, Vice Hon Treasurer
<b>SESSION ONE</b>		
9:00 – 9:20hrs	<b>Presentation 1</b> Data Sharing, Protection and Privacy in the Context of a Data Driven economy	<b>Mr. Kenneth Muhangi</b> Managing Partner KTA Advocates  <b>Ms. Bonita Mulelengi</b> – Senior Associate and Practice head Intellectual property and TMT- KTA Advocates
9:20–9:40hrs	<b>Presentation 2</b> Managing Client Relations in the Covid-19 Era	<b>Mr.Yosia Sekirembe</b> Ernst & Young
9:40 – 10:10hrs	<b>Presentation 3</b> "Sustainable building controls and regulation in light of emerging global challenges"	<b>Ms. Asha Arinda</b> Senior Structural Engineer National Building Review Board
10:10 – 10:30hrs	Key Note Address "Transforming Kampala Capital City into a smart and resilient city in the face of emerging challenges"	<b>Mrs. Dorothy Kisaka</b> Executive Director Kampala Capital City Authority KCCA
10:30– 10:40hrs	<b>Q &amp; A</b>	<b>Session Moderators</b>
10:40 – 10:50hrs	Remarks from the ISU President	<b>Dr. Ronald Ssengendo</b> President Institution of Surveyors of Uganda(ISU)
10:50 – 11:00hrs	Remarks from Chairperson of the Surveyors Registration Board	<b>RSU Judy Rugasira Kyanda</b> Chairperson of the Surveyors Registration Board
11:00 – 11:10hrs	<b>Official Opening</b>  Chief Guest	<b>Hon. Namuganza Persis Princess</b> State Minister for Lands
11:10- 11:20hrs	Group Photo	Group Photo
<b>SESSION TWO</b>		
<b>Session Moderator RSU Bruno Kyamulesire</b>		
11:20 – 11:40hrs	<b>Panel Discussion</b> Professional Indemnity Covers Surveying Practitioners and Firms'	Uganda Insurer's Association  Moderator's: RSU Allan T. Mugisha
11:40– 11:45hrs	<b>Q &amp; A</b>	Session Moderator RSU Allan T Mugisha
11:45 – 11: 50hrs	Benefits of being involved in ISU as a Young Surveyor- FIG YSN Experience in Senegal Dakar	Ms. Nagawa Michelle- ISU Student Member
11:50 - 11:55hrs	Sponsor 1 EagleCORS	
11:55 - :12:00hrs	Sponsor 2 Survnet Uganda	
12:00 – 12:05hrs	Sponsor 3 CADD Center Uganda	
12:05– 12:10hrs	Sponsor 4 Achelis Uganda Ltd	
12:10 -12:15hrs	Sponsor 5 Uganda Insurer's Association	



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12:15 – 12:25hrs	Local investment opportunities in Uganda	<b>Mr. Simon Ngabo Paul</b> Investment Executive Uganda Investment Authority
12:25hrs -14:00hrs	<b>LUNCH</b>	
<b>SESSION 3 ( BREAK AWAY SESSIONS)</b>		
<b>LAND SURVEYING CHAPTER</b>		
14:00- 14:45hrs	<b>LS Presentation 1</b> The critical role of Surveyors in the fight against the global pandemic; How governments relied on geospatial data to curb the surge in the pandemic spread	<b>Prof. Anthony Gidudu</b>
14:45 – 14:55hrs	<b>Q &amp; A</b>	Session Moderator RSU Godfrey Okeny
14:55 – 15:00hrs	<b>GNSS Workshop Highlights</b>	
15:00- 15:45hrs	<b>LS Presentation 2</b>  Building a Resilient City; The Place of Geo-Spatial Science and Technology	Dr. Richard Irumba <b>Deputy Director Physical Planning, Kampala Capital City Authority</b>
15:45 - 15:55hrs	<b>Q &amp; A</b>	Session Moderator RSU Godfrey Okeny
15:55 – 16:00hrs	<b>GNSS Workshop Highlights</b>	
<b>VALUATION SURVEYING CHAPTER</b>		
14:00- 14:45hrs	<b>VS Presentation 1</b> Advancement/Changes in the Valuation Services	<b>RSU, MRICS Godfrey Omondi</b> Managing Partner CMT Realtors Ltd
14:45 -15:00hrs	<b>Q &amp; A</b>	<b>Session Moderator</b> RSU Naome Kayondo Bagenda
15:00 - 15:45hrs	<b>VS Presentation 2</b> Presentation from the Chief Government Valuer/ Commissioner – Valuation (General status of Valuation in Uganda)	<b>RSU Gilbert Kermundu</b> Chief Government Valuer / Commissioner –Valuation MLHUD
15:45 – 16:00hrs	<b>Q &amp; A</b>	<b>Session Moderator</b> RSU Naome Kayondo Bagenda
<b>QUANTITY SURVEYING CHAPTER</b>		
14:00 -14 45hrs	<b>QS Presentation 1</b>  "Fostering innovation on infrastructure projects in emerging Challenges"	<b>Ms. Immaculate Nakiwunga</b> Cost Manager <b>Tuner &amp; Townsend</b>  <b>Ms. Immaculate Nabuggwawo</b> Quantity Surveyor <b>Turner &amp; Townsend</b>
14:45- 15:00hrs	<b>Q &amp; A</b>	<b>Session Moderator</b> RSU Tom SSenyondo
15:00-15:45hrs	<b>QS Presentation 2</b> "Sustainability of the QS profession in the emerging global challenges"	<b>Mr. Bola Abisogun OBE FRICS</b> Founder DiverseCity Surveyors
15: 45 – 16:00hrs	<b>Q &amp; A</b>	<b>Session Moderator</b> RSU Tom SSenyondo
16:00	Closing Prayer and Closure	

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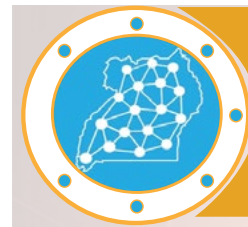


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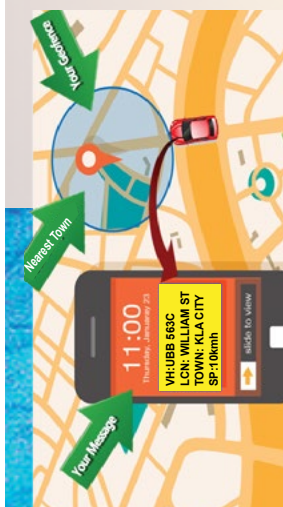
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