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LETTER FROM THE ADVISORY BOARD

Dear Colleagues,

I am honored to share the 2023-2024 Seed Global Health Uganda Annual Report. This report reflects the dedication, collaboration, and impactful work of the Seed Uganda team together with the government of Uganda, partners, donors, and stakeholders as we address critical health needs in Uganda. This year, Seed Global Health Uganda made significant strides in building a resilient health workforce. Through partnerships with the Ministry of Health, universities, hospitals, and various health training institutions, we trained thousands of health workers and enhanced clinical practice across emergency medicine and maternal, neonatal, and child health disciplines. As we transition to the new 2024-2030 Country Strategy, Seed Global Health will continue to focus on the Education, Practice, and Policy pathways to increase equity and improve quality care for better health outcomes in the country.

As board members, we take immense pride in these accomplishments and extend our sincere gratitude to the entire Seed Global Health team for their dedication and excellence. We are particularly thankful to the Ministry of Health, Ministry of Education and Sports, the Universities, and funding partners, for their unwavering support, without which the accomplishments would not have been possible.

This report highlights our journey, challenges, and milestones, serving as a reminder of the vital importance of our shared vision and mission. Together, we are laying the foundation for a healthier and economically productive population of Uganda.

On behalf of the board, and on my own behalf, I invite you to explore this report and celebrate the achievements of Seed Global Health Uganda and partners. We are honored to be part of this journey and to contribute to meaningful change alongside such committed partners.



Dr. Vincent Oketcho Chair Advisory Board



This report highlights our journey, challenges, and milestones, serving as a reminder of the vital importance of our shared vision and mission. Together, we are laying the foundation for a healthier and economically productive population of Uganda."

- Dr. Vincent Oketcho



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We have set an ambitious goal of achieving a 30% overall reduction in mortality across maternal, perinatal, child, and emergency care units in Seed-supported facilities."

- Irene Atuhairwe

LETTER FROM THE COUNTRY DIRECTOR

Dear Friends,

We are thrilled to present the Seed Global Health Uganda Annual Report. This report summarizes our interventions and the impact we've made from June 2023 to July 2024. Our accomplishments would not have been possible without the dedicated efforts of our partners, who are the foundation of our successes and milestones. We are grateful for the collaboration and partnership.

In this report, you will discover how Seed is enhancing the quality of health care practice through training the next generation of health workers in Uganda across various disciplines: emergency medicine, midwifery, nursing, pediatrics, and obstetrics and gynecology. An important piece of our programming this past year has been our quality improvement initiatives which have demonstrated how our work improves patient outcomes. Notably, the facilities we support have significantly reduced mortality rates within the first 24 hours of admission in emergency departments. We also recognize that health workers need the right tools to save lives. This year, Seed has made significant strides in equipping hospitals for better teaching and patient care.

As we conclude our 2019-2024 strategy, we have engaged in extensive stakeholder consultations to develop and launch our 2024-2030 strategy.

This new strategic plan will deepen our focus on capacity building for health workers, particularly in emergency care and maternal, newborn, and child health. We have set an ambitious goal of achieving a 30% overall reduction in mortality across maternal, perinatal, child, and emergency care units in Seed-supported facilities.

Additionally, we will support policies to create an enabling environment for health workers to deliver high-quality care, provide technical assistance to the Ministry of Health to address vacancy rates, and develop climate-resilient systems. We hope you enjoy reading our annual report and learning more about our work.



Irene AtuhairweCountry Director



SEED GLOBAL HEALTH AT A GLANCE

Seed is a non-governmental organization headquartered in the United States and **operating in four African countries: Malawi, Sierra Leone, Uganda and Zambia.** Seed Global Health has been operating in Uganda since 2013.

WHAT WE DO

Seed Global Health Uganda works to strengthen health worker capacity to provide quality emergency care and reproductive, maternal, newborn, and child health (RMNCH) services.

HOW WE WORK

The Uganda Ministry of Health (MOH), along with its partners, is dedicated to enhancing emergency medical services (EMS) and maternal, newborn and child health (MNCH) as part of a wider strategy to improve health outcomes.

Seed Global Health has partnered with the MOH since 2018 to strengthen health system building blocks, including the health workforce, financing, infrastructure, access to medicines and supplies, and data systems. Our approach is context-driven and country-led. We work with students, faculty, clinical providers, health institutions, and national and global policy-makers across three core, interrelated pathways to drive results and impact: Education, Practice, Policy.



Seed Educator, Dr. Mary Ellen Lyon, conducting a skills training session for Emergency Medicine residents at Makerere University on thoracotomies and pericardiocentesis

Vision and Mission

Our vision is a just, equitable, and healthy world.

Our mission is to expand access to quality care and improve health outcomes for all.



Education Pathway

Seed Global Health has made significant investments in the training of health workers across Uganda. **We partner with five universities and their teaching hospitals**, across all regions of the country.

EDUCATOR PLACEMENT

Seed has continuously placed highly skilled health workers, known as Seed educators, in partner universities and teaching hospitals to train different cadres of health workers. In the last year, we placed 10 educators at five training institutions, spanning the specialties of emergency medicine, pediatrics, midwifery and critical care nursing. The educators taught a cumulative 6,872 hours to 2,000 students at Makerere University, Mbarara University of Science and Technology, Busitema University, Lira University and Muni University. These educators also attended to 5,000 patients at associated teaching hospitals.



Seed Educator, Dr. Doreen Okong, facilitating a skills training session for Emergency Medicine Residents at Makerere University

Educator Contributions 2023-2024

Training Institutions	5
Educators Placed	10
Hours Taught	6,872
Student Trained	2,188
Patients Seen	5,461



Seed Educator, Dr. Alain Nyalihama, teaching neonatal resuscitation to a medical student at Busitema University

IMPROVING THE LEARNING ENVIRONMENT

In the last year, Seed has equipped and improved skills and simulation laboratories at all our partnerships.

Number of students that have been supported by Skills / Simulation Laboratories equipped by Seed

TOTAL NUMBER OF STUDENTS	1.316
Busitema University	497
Mbarara University of Science and Technology	188
Makerere University	290
Mui University	177
Lira University	164



Curriculum Development

Seed understands the importance of competence-based curricula for quality health professional education. A competence-based curriculum identifies the learning outcomes, standards and core competencies that students must demonstrate. An effective curriculum provides teachers, students and community stakeholders with a measurable plan and structure for delivering quality education.

Between July 2023 and June 2024, Seed supported the review and development of the following curricula:

Makerere University

- Master of Medicine of Emergency Medicine
- Master of Emergency and Critical Care Nursing
- Fellowship in Neonatal Nursing
- Fellowship in Neonatology

Mother Kevin Post-Graduate Medical School

 Master of Medicine of Emergency Medicine

Muni University

• Bachelor of Midwifery Science

Mbarara University of Science and Technology

• Fellowship in Point of Care Ultrasound

Students learning NG tube Insertion

PRE-SERVICE TRAINING

Seed Uganda partnered with five health training institutions to provide high quality training of nurses, midwives, clinical officers and doctors. In this reporting period, Seed provided training to 2,000 students across the different universities.



Bachelors and Masters of Midwifery Science

Seed Global Health supported these two programs at Lira University. In 2024, Lira graduated 59 bachelor-level midwives.

The first graduates of Masters of Midwifery Science will graduate in 2025.



Bachelor of Nursing Science

At Muni and Busitema Universities, Seed Global Health partnered to train highly skilled nurses. In 2024, these two institutions graduated a total of 92 nurses.



The next generation of EM Physicians: Makerere EM Residents pose for a photo with Seed Educator Dr. Mary Ellen Lyon (extreme left) at Mulago National Referral Hospital



Master of Emergency Medicine

Seed Global Health supports emergency medicine residency programs at Makerere University College of Health Sciences and Mbarara University of Science and Technology.

The two institutions have produced 19
Emergency Medicine Physicians as of 2023,
with eight more awaiting graduation in 2024.

In 2024, Seed Global Health Uganda is finalizing addition of Mother Kevin Post Graduate School (MKPGS) of Uganda Martyrs University as the 3rd Emergency Medicine Residency Program training institution. Currently, a total of 50 residents are enrolled in EM residency programs across Uganda.

Residents Enrolled in EM Residency

Makerere University	30
Mbarara University of Science and Technology	19
MKPGS-Uganda Martyrs University	1
Total Residents as of July 2024	50



Seed improves the quality of care for patients by enhancing the quality of clinical practice. We do this through the **training of in-service health workers**, **quality improvement projects and equipping hospitals** with essential life-saving equipment.

IN-SERVICE TRAINING OF HEALTH WORKERS

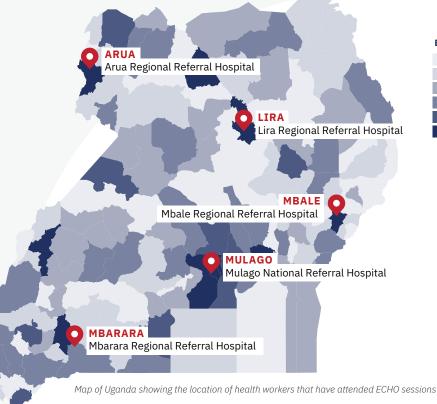
EMS ECHO

Through the Emergency Medical services ECHO, Seed has built a community of practice of Emergency Medicine across the country. The ECHO telementoring platform brings together experts and health workers across the country for learning and mentoring sessions.

Between June 2023 to July 2024, we trained 13,184 health workers in the management of common emergencies. Sixty-eight sessions have been conducted since inception, and 26 were conducted during 2023-2024.



Team of experts after an ECHO session including 2 Seed educators, 4 residents and Seed staff



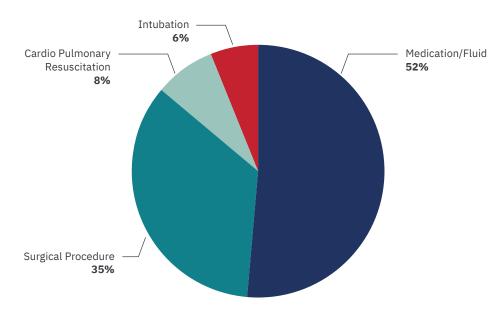
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Seed trained
13,184 health
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ReACT Teams

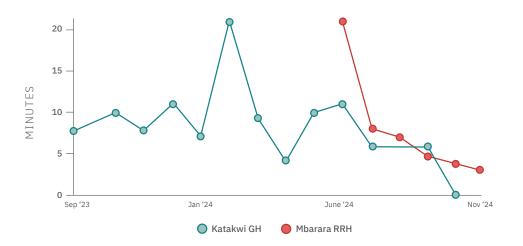
The Resuscitation Action Teams (ReACT) are a multidisciplinary facility-based team of health workers that have been equipped with special skills and equipment to respond to emergencies within and outside the hospitals. Seed and the Ministry of Health have set up teams in 19 hospitals with a total of 200 health workers serving on ReACT teams.

To date, these teams have responded to thousands of emergencies within and outside the hospitals and are helping reduce facility-based response times and outcomes for patients with emergency conditions. In the past year Seed has provided focused support to Mbarara Regional Referral Hospital and Katakwi General Hospital ReACT teams who have responded to 577 emergencies.

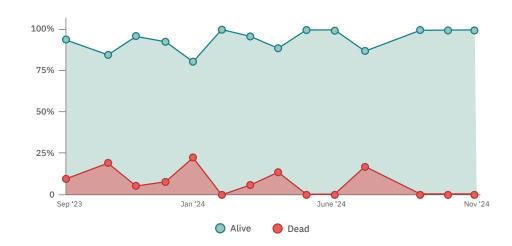


A piechart showing the types of medical interventions provided by ReACT team members to emergency patients at Katakwi General Hospital and Mbarara RRH.





Immediate outcome after the response by the ReACT team at Katakwi General Hospital



Targeted Trainings and Mentorships

Seed Global Health supports the training of inservice health workers to improve and maintain the competence of the health workforce in Uganda. Training spans the areas of emergency medicine, maternal, newborn and child health care.

Between July 2023 and June 2024, Seed provided 35,762 man-hours of training to inservice health workers in partner hospitals.

These trainings included: the Basic Emergency Care course, Emergency Obstetric and Newborn Care course, Basic Life Support course, Advanced Life Support course, Emergency Triage, Assessment and Treatment course, Essential Training in Obstetrics course, Quality improvement training, patient centered care training, continuous professional development sessions, journal clubs and more.

Cumulatively, 1,594
health workers
in our partner
institutions benefited
from these trainings



Health workers at Lira Regional Referral Hospital learning cervical tear repair during a skills training session



Quality Improvement Initiatives

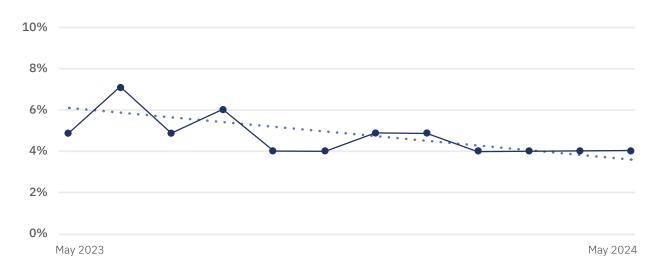
Seed Uganda utilizes a quality improvement approach to improving patient care and the clinical outcomes of patients. Seed provides training, technical support, and equipment support to quality improvement initiatives to ensure these projects lead to improved quality of care.

In this past year, Seed Global Health trained 200 health workers in quality improvement methodologies and supported 10 partner quality improvement projects.

At Mbarara Regional Referral Hospital, we collaborated to implement an improved triage system in the hospital. One aim of this intervention was to reduce 24 –hour mortality in the emergency department. The intervention was successful: mortality was reduced from 7% in January 2023 to 4% in June 2024 -- a 34% decline. Another aim of this intervention was to improve the accuracy of triage.

At the start of the project in May 2023, only 15% of patients at the ED were receiving triage and none of these were triaged correctly. By May 2024, 100% of the patients presenting to the ED were triaged, with 84% being triaged correctly. This and other interventions such as improving documentation and handover coverage by EM physicians have contributed to the reduction in mortality.

Patient mortality trends within 24 hours of admission to the emergency department at Mbarara Regional Referral Hospital



In the past year at Mbale
Regional Referral Hospital, quality
improvement initiatives focused
on decreasing maternal death
due to preeclampsia. Specifically,
one project focused on a patient
monitoring intervention and the other
focused on clerkship of patients.
Outcomes were remarkable: between
December 2023 and May 2024,
the institutional maternal mortality
ratio attributed to preeclampsia was
reduced from 159 maternal deaths
per 100,000 live births to 0 maternal
deaths per 100,000 live births.

Drop in Maternal Mortality Attributed to Preeclampsia

December 2023 > May 2024

MBALE REGIONAL REFERRAL HOSPITAL



EQUIPPING OF HOSPITALS

Equipment Seed has provided includes:

- Defibrillators
- ECG Machines
- Patient Vital Sign Monitors
- Fetal Doppler Machines
- Patient Trolleys
- Ward Screens
- Infusion Pumps



Seed has provided life-saving equipment worth over \$100,000 US dollars to partner hospitals.



Seed Global Health hands over equipment to improve care to Lira University Teaching Hospital



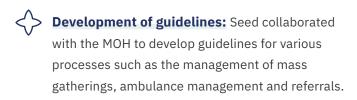
Seed Global Health hands over equipment to improve care to Mbale RRH & Busitema University

Policy Pathway

Seed collaborates with the Ministry of Health, professional associations and other organizations to advocate for policies that support the education, recruitment, absorption and retention of highly skilled health workers. Throughout this year, Seed has been at the forefront of advocating for a conducive environment for health workers to save lives through the following interventions:









Seed being recognised for outstanding contributions to building the capacity of the health workforce in Maternal, Neonatal and Child Health during the National Safe Motherhood conference

We have been recognized at the national level for our contributions to **strengthening the health workforce**.



The Seed Global Health Country Director (right) held dialogue discussions with the Permanent Secretary (middle) and Commissioner – EMS Ministry of Health (left) to discuss training of Emergency Physicians



Seed Global Health being recognized for the role in building a climate resilient health system at the launch of the Health National Adaptation Plan (H-NAP) for Uganda

STUDENTS' VOICES



The teaching and
mentorship of Seed
Educators like Dr. Todd,
Dr. Lisa Rynn, and Dr.
Nyalihama Alain at
Busitema University

have deeply influenced

my understanding and interest in Pediatrics and Obstetrics and Gynecology. Dr. Todd's holistic approach during Obstetrics and Gynecology course unit made complex topics more understandable, fostering a strong foundational understanding. Dr. Lisa's practical sessions in Pediatrics improved my skills in neonatal resuscitation, intraosseous access, and C-PAP administration, while Dr. Alain's structured, hands-on methods enhanced my confidence and organization in handling cases. Their student-centered mentorship extended beyond the classroom, significantly boosting my academic growth and igniting my passion for quality improvement.

Akampurira Rinah Busitema University



Learning from Ms.

Madeline, a Seed
educator, in the
clinical setting
was a unique and
calming experience

that **greatly enhanced**

my confidence in maternity care. Her warm approach, constant support, and ability to connect classroom learning with real-world practice made the Safe Motherhood course more manageable. Key lessons, like the correct technique for intramuscular drug administration, improved my patient care, while her emphasis on staying updated with best practices helped me grow as a nurse. Ms. Madeline's time management and her global perspective demonstrated how health practitioners can profoundly impact patient care, inspiring me to adopt international standards in healthcare.

Gidudu ChrispusBusitema University



Miss Madeline's teaching style, incorporating videos, articles, and hands-on simulations, has significantly enhanced my interest and confidence in

maternity care by making complex concepts accessible. Her emphasis on patient-centered care, triaging, and using essential instruments during assessments has deepened my understanding of clinical management. Her availability during clinical placements provided invaluable support, boosting my confidence in managing various conditions. Beyond the classroom, she has been a supportive mentor, addressing our concerns and advocating for us, which positively impacted our academic experience. Maintaining her high level of engagement and support would continue to benefit students greatly.

Namono Flavia Annet Busitema University



Dr. Alain's coaching approach, integrating theoretical and practical knowledge with essential life skills such as management, communication, and

quality improvement, has made learning engaging and holistic, while his problembased teaching style emphasizes follow-up to ensure comprehension. Dr. Lisa fosters a supportive learning environment, inspiring resilience and dedication to pediatric care, and her use of post-lecture guizzes enhances understanding. Both educators encourage dynamic learning through discussions, tutorials, and simulations, and they have been instrumental in supporting students' research and personal growth. Their mentorship has boosted my confidence in managing pediatric health conditions, and their dedication to teaching, leadership, and patient care should be continued for the benefit of future students.

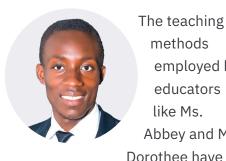
Dr Naiga Doreen Pediatrics Resident, Busitema University



The educator's studentcentered and handson teaching style has significantly enhanced my understanding and interest in midwifery, particularly through their availability in

clinical areas, which inspired me to engage more in practice. Dr. Winifred's hands-on approach and accountability, as well as Dr. Rita's integration of leadership lessons beyond technical skills, have been instrumental. My confidence in midwifery has grown, fueled by their inspiring dedication, and their mentorship has encouraged my personal and academic growth, extending beyond midwifery to a broader sense of community service. However, increasing the number of educators would enhance mentorship availability, as the current demands on educators in both clinical and classroom settings can be overwhelming. Overall, the educators have been pivotal in my development, and I am grateful to Seed Global Health for providing this valuable opportunity.

Ekung Emmanuel Masters of Midwifery, Lira University



The teaching methods employed by educators like Ms. Abbey and Ms.

been notably effective, focusing on student-centered and practical instruction that involves hands-on practice, ensuring that students fully understand the material. For instance, their detailed teaching on adult resuscitation was instrumental, covering everything from compressions to the use of defibrillators and patient monitors, significantly boosting my confidence in delivering nursing care. Beyond practical skills, her responsiveness to queries related to my research project has fostered a mentorship relationship, enhancing my academic growth.

Allan Wasswa Sserugo Bachelor of Nursing Science, Muni University



The educators' teaching style
has significantly enhanced my
understanding by focusing on
practical learning, using scenarios,
experiences, and field supervision
to deepen comprehension. One

educator guided me through systematic assessments during home visits, incorporating health talks throughout, which was particularly valuable. This hands-on approach has boosted my confidence, allowing me to perform tasks independently without doubt. Beyond academics, the educators have offered personal advice, teaching life skills and morals, such as the importance of independence and making thoughtful decisions in relationships. Overall, their method, which integrates practical lessons and real-life scenarios, is highly effective and should be continued.

Letasi PrudenceBachelor of Midwifery Science, Lira University

I'm grateful to be part of this initiative, having been taught by four Seed Educators: Dr. Celine Jacobs, Dr. Mary Ellen, Dr. Doreen Okong, and Dr. Joseph Kalanzi. The blend of local and international expertise has exposed us to diverse Emergency Medicine practices, particularly in ultrasonography and electrocardiography (ECG),

skills rarely emphasized in Uganda. I've developed a strong passion for point-of-care ultrasound (POCUS), inspiring me to consider a fellowship in this area after my MMED EM residency. The Seed Educators have also been instrumental in teaching ECG interpretation, greatly influencing my career trajectory and research interests. Beyond academics, their personal mentorship, including emotional and financial support, has been invaluable, especially when I was uncertain about pursuing Emergency Medicine. Their guidance and encouragement, both academically and personally, have shaped my career direction and overall growth, and this supportive, holistic approach is something I believe should continue.

Dr Dickson Kamoga

Emergency Medicine Resident, Makerere University

2023-2024 Publications and Presentations

- 1. A baseline study. Improving Clerkship to Enhance Patients' Quality of care (ICEPACQ): BMC Health Services Research 2024 Vol. 24 Issue 1 Pages 852 DOI: 10.1186/s12913-024-11337-w. https://doi.org/10.1186/s12913-024-11337-w. Authors: K. Pangholi, E. K. Kagoya, A. G. Nsubuga, I. Atuhairwe, P. Nakattudde, B. Agaba, et al. Bridging the Gap: Leveraging Partograph Utilization Insights to Facilitate the Smooth Implementation of the Labour Care Guide at Mbale Regional Referral and Teaching Hospital, Eastern, Uganda. Presented at CUGH Conference 2024. Authors: Kibuuka Ronald, Irene Atuhairwe, Jill Apoya, Prossy Nakatudde, Atugonza Jesca, Ambrose Okibure, Nakawuka Betty, Agnes Namaganda, Ashley Nakawuki, Paul Waako, Julius Wandabwa, Bright Wilson Akankunda, Lawrence Arach, Grace Mbabazi Atwakire, Rebecca Nekaka, Milton Musaba, Stella Bigail Kisolo, Masambu Joel, Kenneth Mugabe, Patience Auma, Shalom Bob Lubowa, Olga Ariga Olaki, Barbara Rachael Adokon, Ernest Wandera, Francis Okello, Enid Kawala Kagoya.
- 2. Building the emergency care workforce in a low resource setting; The Seed Global Health experience in Uganda." Medical Research Archives 12, no. 6 (2024). Authors: Irene Atuhairwe, Prisca Kizito, Bonaventure Ahaisibwe, Raymond Bernard Kihumuro, Tonny Luggya, Martin Msukwa, Randal Ellis, Helen Ewing, Vanessa Kerry.
- 3. Characteristics of paediatric injuries as predictors of 24-hour disposition from the Emergency Department of a teaching hospital in Southwestern Uganda, African Journal of Emergency Medicine, Volume 14, Issue 3, 2024, Pages 224-230, ISSN 2211-419X, https://doi.org/10.1016/j.afjem.2024.08.001. (https://www.sciencedirect.com/science/article/pii/S2211419X24000302). Authors: Daniel Olinga, Felix Oyania, Kenneth Bagonza, Justine Athieno Odakha, Mabiala Constant Balu, William Mwanje, Andrew Flanery, Ambrose Okello, Evelyn Mwende Musau, Prisca Mary Kizito.
- 4. Community understanding, experiences, perceptions and awareness about preeclampsia in Uganda. A phenomenological study in Mbale city, Uganda. Presented at CUGH Conference 2024. Authors: Enid Kawala Kagoya, Allan G Nsubuga, Irene Authairwe, Prossy Nakatudde, Catherine Asiimwe, Chispus Gidudu, Elizabeth Ajalo, Paul Waako, Julius Wandabwa, Lawrence Arach, Grace Mbabazi Atwakire, Milton Musaba, Ronald Kibuuka, Faith Nyangoma, Sheilla Mbanago, Joshua Mugabi, Violet Chemutai, Jesca Atugonza, Betty Nakawuka, Francis Okello, Richard Mugahi, Akello Jackline, Andrew Twinamasiko, Kenneth Mugabe.

- 5. Determinants of modern contraceptive use among postpartum mothers in Lira city, Northern Uganda: A cross-sectional study design. Presented at CUGH Conference 2024 Authors: Robert Isoke, Irene Kunihira, Felister Apili.
- 6. Ebola Virus Disease: Knowledge, Attitude and Prevention practices the case of Uganda. Presented at CUGH Conference 2024. Authors: Ronald Kibuuka, Enid Kawala Kagoya, Allan.G. Nsubuga, Irene Atuhairwe, Prossy Nakatudde, Prisca Kizito, Atugonza Jesca, Ambrose Okibure, Francis Okello, Faith Nyangoma, Racheal Namara, Mark Nakabaale, Ashley Nakawuki, Paul Waako, Julius Wandabwa, Milton Musaba, Banson Barugahare.
- 7. Factors associated with mental health disorders among students at Busitema University, exploratory qualitative study among students at Mbale and Busia campus. Presented at CUGH Conference 2024. Authors: Enid Kawala Kagoya, Joseph Mpagi, Paul Waako, Julius Wandabwa, Biira Saphina, Elizabeth Birabwa, Sophie Acon, Daniel Otim, Samuelbaker Kucel, Joseph Kirabira.
- 8. Insights of mothers regarding midwife-led continuity of care in Lira district, Uganda. International Conference of Midwives (ICM) Regional Conference, Kigali, Rwanda (2024, Sept 24-24). Authors: Ukoha, W., Apili, F., Matte, R., Isoke, R., Auma, A., Atuhairwe, I., & Agaba, B.
- 9. Nurturing a new medical specialty: Seed Global Health's approach to developing Emergency Medicine in Uganda, Africa Health Journal, April 2024 Issue, Page 18,
 - https://africa-health.com/wp-content/uploads/2024/06/18-20-Emergency-Medicine.pdf. Author: Brian Agaba.



ABOUT OUR NAME

Seed Global Health was founded on the belief that sharing knowledge saves lives. The doctors, nurses, and midwives who have been educated and trained with support from Seed and our partners go on to share their learnings with colleagues old and new, helping to grow and strengthen the health workforce around them. They are the "seeds" of change for transforming health systems over time.

SeedGlobalHealth.org











Malawi

Area 10, Plot 10/185, Off Zomba Street, Bua Road, P.O. Box 30111, Capital City, Lilongwe 3

Sierra Leone

10B Murray Town Road, Congo Cross, Freetown

Uganda

Plot 31, Bukoto Crescent, Kampala, Naguru

United States

50 Milk Street, 16th floor, Boston, MA 02109

Zambia

Zambia Plot 15584/1 Katimamulilo Road, Sunshare Tower, 8th Floor Suite 804, Lusaka