PROFESSIONAL CURRICULUM VITAE



DR. MUZAALE TONNY

Multidisciplinary Academic | Management Consultant | Researcher | Institutional Development Specialist

Academic and Professional Profile

Nationality: Ugandan
Date of Birth: 13 January 1978
Place of Birth: Kamuli District, Uganda
Academic Qualifications: 11 Academic Degrees and 2 Postgraduate Diplomas
Areas of Specialisation: Business Administration, Finance and Accounting, Law, Public Administration, Education Management, Institutional Leadership and Organisational Development.

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BIOGRAPHICAL BACKGROUND

Dr. Muzaale Tonny was born on 13 January 1978 in Kamuli District, Uganda, to the late Albert and Sarah Kaliro of Namwendwa. He is the eldest of seven children, comprising four boys and three girls. His academic journey, beginning at Kamuli Boys Boarding Primary School and continuing through Kiira College Butiki to Makerere University, became the foundation of an extraordinary commitment to lifelong learning.

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1. ACADEMIC AND PROFESSIONAL PROFILE

Dr. Muzaale Tonny is a multidisciplinary scholar, academic, management consultant, researcher and community development practitioner whose academic and professional career reflects an exceptional commitment to intellectual development, institutional transformation and lifelong learning. His academic qualifications span Business Administration, Finance and Accounting, Law, Public Administration, Education Administration and Management, and Institutional Leadership.

He holds eleven academic degrees, comprising four doctoral degrees, four master's degrees and three bachelor's degrees, in addition to two postgraduate diplomas. His academic progression across multiple disciplines demonstrates an exceptional breadth of intellectual engagement and an interdisciplinary approach to understanding contemporary institutional, organisational, financial, educational and governance challenges.

Dr. Muzaale has undertaken all his academic studies at Ugandan institutions of higher learning. His qualifications are locally verifiable through the respective awarding institutions.

As an academic, he has taught undergraduate and postgraduate students at Uganda Technology and Management University (UTAMU), with particular engagement in accounting, finance, business administration and management-related disciplines. He also teaches accounting and finance to graduate students.

His professional experience encompasses university teaching, management consultancy, organisational development, programme management, institutional assessment, strategic planning, research, monitoring and evaluation, and community development. He has worked with consultancy organisations, educational institutions, civil society organisations, development agencies and other institutional stakeholders.

As a researcher and writer, his scholarly interests include corporate governance, public financial management, corporate finance, financial accountability, curriculum implementation and evaluation, inclusive education, institutional performance, public administration, education policy and organisational effectiveness.

His professional philosophy is grounded in the belief that effective leadership, sound governance, responsible financial management, quality education and institutional accountability are fundamental pillars of sustainable development.

Dr. Muzaale combines academic scholarship with practical consultancy experience, enabling him to bridge the gap between theoretical knowledge, policy development and institutional practice.

2. EDUCATIONAL BACKGROUND AND ACADEMIC QUALIFICATIONS

Dr. Muzaale has attained eleven academic degrees and two postgraduate diplomas from recognised institutions of higher learning in Uganda. His qualifications are presented in a consolidated table below.

No.	Academic Qualification	Field of Specialisation	Awarding Institution	Level
1	Doctor of Philosophy (PhD)	Business Administration (Finance)	Mbarara University of Science and Technology	Doctoral
2	Doctor of Philosophy (PhD)	Education Administration and Management	Uganda Christian University	Doctoral
3	Doctor of Philosophy (PhD)	Public Administration	Nkumba University	Doctoral

4	Doctor of Philosophy (PhD)	Law	Kampala International University	Doctoral
5	Master of Business Administration (MBA)	Accounting and Finance	Uganda Martyrs University	Master's
6	Master of Public Administration (MPA)	Public Administration	Uganda Management Institute	Master's
7	Master's Degree	Institutional Management and Leadership	Uganda Management Institute	Master's
8	Master of Laws (LLM)	Law	Makerere University	Master's
9	Bachelor of Arts (BA)	Arts	Makerere University	Bachelor's
10	Bachelor of Laws (LLB)	Law	Makerere University	Bachelor's
11	Bachelor of Science (BSc)	Accounting and Finance	Kyambogo University	Bachelor's
12	Postgraduate Diploma	Finance	Team Institute of Business and Management	Postgraduate Diploma
13	Postgraduate Diploma	Education	Namasagali University (now Busitema University)	Postgraduate Diploma

Summary of Academic Qualifications

- Doctoral degrees: 4
- Master's degrees: 4
- Bachelor's degrees: 3
- Postgraduate diplomas: 2
- **Total academic degrees: 11**
- **Total qualifications, including postgraduate diplomas: 13**

2.1 Early Education and Academic Foundation

Dr. Muzaale began his formal education at Kamuli Boys Boarding Primary School, where he undertook his primary education. He subsequently joined Kiira College Butiki for his secondary education, where he completed the Uganda Certificate of Education (UCE) and Uganda Advanced Certificate of Education (UACE).

Following his secondary education, he joined Makerere University on a government scholarship. This marked the beginning of an extensive academic journey characterised by continuous professional development, interdisciplinary scholarship and advanced academic research.

His early academic development was influenced by an exceptional interest in reading, interpretation, critical thinking and intellectual exploration. Even during his formative years, he demonstrated a remarkable ability to analyse, interpret and explain complex stories and ideas, abilities that subsequently became important attributes in his academic and professional career.

3. AREAS OF ACADEMIC SPECIALISATION AND RESEARCH INTEREST

Dr. Muzaale's academic and research interests are multidisciplinary, drawing on his qualifications and professional engagements across several fields.

His principal areas of specialisation include:

1. **Business Administration and Management:** Strategic management, organisational effectiveness, management systems, institutional performance and business development.
2. **Finance and Accounting:** Corporate finance, financial management, financial reporting, accounting systems, financial accountability and public financial management.
3. **Corporate Governance and Law:** Corporate governance, board effectiveness, gender diversity, corporate accountability, legal frameworks and institutional regulation.
4. **Public Administration and Governance:** Public sector management, parliamentary oversight, public accountability, public policy, institutional governance and service delivery.
5. **Education Administration and Management:** Educational leadership, institutional management, education policy, curriculum implementation, assessment and evaluation.
6. **Institutional Management and Leadership:** Organisational development, institutional strengthening, strategic leadership, performance management and change management.
7. **Research, Monitoring and Evaluation:** Programme evaluation, policy research, institutional assessments, research design, impact evaluation and evidence-based decision-making.
8. **Community Development:** Social development, youth empowerment, community participation, organisational capacity development and sustainable livelihoods.

4. PROFESSIONAL EXPERIENCE AND EMPLOYMENT HISTORY

Dr. Muzaale has developed a diverse professional career spanning management consultancy, higher education, programme management, organisational development and institutional strengthening.

4.1 Academic and University Teaching Experience

Uganda Technology and Management University (UTAMU)
University Lecturer / Academic

2015–2020

Key responsibilities and contributions included:

- Teaching undergraduate and postgraduate students in business, management and related academic disciplines.
- Supporting the development of students' analytical, research and professional competencies.
- Contributing to academic engagement and university-level knowledge development.
- Applying interdisciplinary perspectives to teaching, drawing on business administration, accounting and finance, public administration, education and law.
- Supporting students' understanding of management practice, institutional performance and contemporary organisational challenges.

Current Academic Engagement

- Teaching accounting and finance to graduate students.
- Engaging in multidisciplinary academic research and scholarly publication.
- Contributing to academic discourse in corporate governance, financial management, public administration, education and institutional development.

4.2 Management Consultancy Experience

CME Consult Limited
Management and Organisational Development Consultant

2007–2009

Contributed to management consultancy assignments focusing on organisational assessment, institutional development and organisational effectiveness.

Key contributions included:

- Supporting organisational development and institutional strengthening assignments.
- Conducting organisational assessments and analysing institutional performance challenges.
- Contributing to strategic management and organisational improvement initiatives.
- Supporting the development of practical recommendations for improved institutional effectiveness.

KMT Consult Limited
Management Consultant

2009–2012

Participated in management consultancy assignments involving organisational development, management improvement and institutional strengthening.

Key contributions included:

- Providing technical support in management consultancy engagements.
- Participating in organisational development and institutional assessment assignments.

- Supporting strategic management and organisational performance improvement.
- Contributing to the identification of management challenges and the development of practical institutional solutions.

4.3 Programme Management Experience

Insight Souls Education Development Agency
Programme Manager

2014–2020

Responsible for programme coordination and management within an education development organisation.

Key responsibilities and contributions included:

- Coordinating educational development programmes and activities.
- Supporting programme planning, implementation and performance monitoring.
- Contributing to institutional management and programme development.
- Supporting the translation of organisational objectives into practical programme interventions.
- Strengthening coordination and implementation of education-related initiatives.

5. CONSULTANCY EXPERIENCE AND SELECTED PROFESSIONAL ASSIGNMENTS

Dr. Muzaale has extensive consultancy experience involving research, monitoring and evaluation, business planning, organisational development and institutional strengthening. His engagements have involved government institutions, non-governmental organisations, private sector organisations and international development partners.

His consultancy approach integrates research evidence, management principles, institutional analysis and practical recommendations aimed at improving organisational performance.

5.1 Research and Policy Studies

Research on Child Marriage in Uganda – Joy for Children

- Led research on child marriage across six districts in Uganda.
- Contributed to the investigation of social and institutional factors influencing child marriage.
- Supported the generation of research evidence to inform policy and community development interventions.

5.2 Programme Evaluation and Development Effectiveness

Evaluation of the Uganda Gatsby Scholarship Scheme – Makerere University

- Conducted evaluation-related work on the Uganda Gatsby Scholarship Scheme.
- Contributed to assessing programme implementation and development outcomes.

Mid-Term and End-Term Evaluation of an EU-Funded Regional Project – African Centre for Treatment and Rehabilitation of Torture Victims (ACTV)

- Coordinated mid-term and end-term evaluations of an EU-funded regional programme.
- Participated in regional evaluation activities involving Uganda, Ethiopia and Kenya.
- Contributed to programme assessment, fieldwork coordination and evaluation processes.

5.3 Business Planning and Enterprise Development

Led and contributed to the development of business plans for various private sector organisations and non-governmental organisations, including:

- SEDA Group of Companies.
- KK Consult Limited.
- Cimax Enterprise.

These engagements involved business development planning, organisational analysis and the formulation of strategies to support institutional growth and sustainability.

5.4 Organisational Development and Institutional Assessment

Nnabagereka Development Foundation

- Led organisational assessment activities while serving as an Organisational Development Consultant at CME Consult Limited.
- Contributed to identifying institutional development needs and organisational capacity gaps.
- Supported recommendations aimed at improving institutional effectiveness.

Kituo Kya Katiba

- Led organisational assessment activities.
- Contributed to institutional capacity strengthening and organisational performance improvement.
- Supported the identification of strategic and management issues affecting institutional effectiveness.

5.5 Core Consultancy Competencies

- Organisational development and institutional strengthening.
- Strategic planning and business plan development.
- Institutional assessments and organisational diagnosis.
- Research design and implementation.
- Monitoring, evaluation and learning.
- Programme management and evaluation.
- Financial and management systems assessment.
- Governance and institutional accountability.
- Performance management and organisational effectiveness.

- Policy research and development.

6. RESEARCH, SCHOLARLY PUBLICATIONS AND ACADEMIC CONTRIBUTIONS

Dr. Muzaale is an active researcher and scholarly writer whose work addresses contemporary issues in corporate governance, finance, public administration, law, education and institutional development.

His research interests reflect an interdisciplinary approach to understanding how institutions are governed, how public and private resources are managed, how education systems are implemented and evaluated, and how organisational performance can be strengthened.

His publications include peer-reviewed journal articles and collaborative scholarly contributions.

6.1 Publications – 2026

1. Muzaale, T., Mbeli, V. T., & Kisubi, E. C. (2026). Gender Equality as a Human Right: The Impact of Board Diversity on Corporate Governance and Decision-Making in Uganda. *East African Journal of Law and Ethics*, 9(1).
2. Muzaale, T., Mbeli, V. T., & Kisubi, E. C. (2026). Corporate Governance, Gender Equality, and the Law in Uganda: A Feminist Comparative Inquiry. *East African Journal of Law and Ethics*, 9(1).
3. Muzaale, T., Mbeli, V. T., & Kisubi, E. C. (2026). The Legal Effectiveness of Uganda's Corporate Governance Framework in Advancing Gender Equality as a Human Right on Corporate Boards. *African Journal of Empirical Research*, 7(1).
4. Muzaale, T., Mbeli, V. T., & Kisubi, E. C. (2026). Board Gender Diversity in Listed Companies: A Comparative Study of Legal and Institutional Barriers to Gender Equity in Uganda and Other Jurisdictions. *African Journal of Empirical Research*, 7(1).
5. Muzaale, T., Mbeli, V. T., & Kisubi, E. C. (2026). Board Gender Diversity in Listed Companies: A Comparative Study of Legal and Institutional Barriers to Gender Equity in Uganda and Other Jurisdictions. *African Journal of Empirical Research*, 7(2).
6. Kalinda, P., Kamukama, N., Nkote Nabeta, I., & Muzaale, T. (2026). The Interplay of Microfinance, Non-Microfinance Services, and Financial Literacy in Shaping Socio-Economic Wellbeing among Smallholder Farmers in Southwestern Uganda. *African Journal of Empirical Research*, 7(2).
7. Kalinda, P., Kamukama, N., Nkote Nabeta, I., & Muzaale, T. (2026). Microfinance, Financial Literacy, and Rural Welfare: A Structural Pathway Analysis among Smallholder Farmers in Sub-Saharan Africa. *East African Journal of Law and Ethics*, 9(1) [as supplied].
8. Kalinda, P., Kamukama, N., Nkote Nabeta, I., & Muzaale, T. (2026). Linking Microfinance Access to Social Well-being in South Western Uganda: The Mediating Effect of Financial Literacy Among Smallholder Farmers. *East African Journal of Law and Ethics*, 9(1) [as supplied].
9. Kalinda, P., Kamukama, N., Nkote Nabeta, I., & Muzaale, T. (2026). Enhancing Student Loan Repayment through Effective Board Governance: Insights from

Uganda's Higher Education Student Loan Board. *East African Journal of Law and Ethics*, 9(1) [as supplied].

10. Pakony, J. O., Oryema, D., Acomo, E., & Muzaale, T. (2026). Enhancing Student Loan Repayment through Effective Board Governance: Insights from Uganda's Higher Education Student Loan Board. *East African Journal of Law and Ethics*, 9(1) [as supplied].
11. Pakony, J. O., Oryema, D., Acomo, E., & Muzaale, T. (2026). Governing Student Loan Recovery in Uganda's Higher Education System: A Human Capital Theory Analysis of Board Roles and Institutional Effectiveness. *East African Journal of Law and Ethics*, 9(1) [as supplied].
12. Muzaale, T. (2026). Budget Credibility and Service Delivery Outcomes in Community Road Infrastructure: A Case Study of Kyenjojo Town Council, Uganda. *African Journal of Empirical Research*, 7(2).

6.2 Publications – 2024

13. Muzaale, T., Rosenbaum, S., Moberg, J., & Chesire, F. (2024). Teaching Critical Thinking about Health Information and Choices in Secondary Schools: Human-Centred Design of Digital Resources. *F1000Research*, 12, 481. Published 4 September 2024. National Institutes of Health (NIH) indexed research record.

6.3 Publications – 2022

14. Atibuni, D. Z., Muzaale, T., & Obong, F. C. (2022). The Challenges of and Strategies for Competency-Based Assessment by Uganda National Examinations Board. *Journal of Curriculum Development, Evaluation, and Education (JCDEE)*, 1(1) [publication information supplied also identifies 2024].

6.4 Publications – 2021

15. Musinguzi, J., & Muzaale, T. (2021). The Efficacy of the Legal and Institutional Frameworks for Fisheries Enforcement and Licensing on the Stock of Commercial Fish Species in Lake Victoria, Uganda. *The Ugandan Journal of Management and Public Policy Studies*, 20(1).
16. Muzaale, T. (2021). Management Function and Water Quality Service Concerns: Emerging Management Issues in Selected Town Councils in Uganda. *African Journal of Governance and Public Leadership*, 1(1) [as supplied].

6.5 Publications – 2019

17. Okech, J. B., & Muzaale, T. (2019). The Right to Education for Children with Disabilities and Other Special Needs: A Case Study of Selected Primary Schools in Kampala, Uganda. *East African Journal of Peace and Human Rights*, 25(1), 77–86.
18. Muzaale, T. (2019). Legal and Institutional Framework for the Management of Public Finances: The Moderator Effect of the Oversight Role of Parliament. *Journal of Management and Public Policy*.
19. Muzaale, T. (2019). The Right to Education: The Reality of Inclusive Education Practice for Children with Disabilities and Other Special Needs in Uganda: A Case of Selected Primary Schools in Kampala. *East African Journal of Human Rights*, Makerere University.

6.6 Publications – 2018

20. Muzaale, T., Basheka, B. C., & Auriacombe, C. (2018). The Efficacy of Crisis Communication in the Management of Ebola Fever in the Bundibugyo District, Uganda, 2007/2008. *Administratio Publica*.
21. Muzaale, T., & Auriacombe, C. (2018). Policy Challenges to Road Infrastructure Projects Performance: Trends, Issues and Concerns in Uganda. *African Journal of Public Affairs*.

6.7 Publications – 2017

22. Muzaale, T., Basheka, B. C., & Auriacombe, C. (2017). The Oversight Role of Parliament in Fighting Corruption: A Management Model. *Administratio Publica*.
23. Uwizeyimana, D., Muzaale, T., & Basheka, B. C. (2017). The Legal Framework for the Management of Public Finances in Uganda: Key Management Challenges. *Administratio Publica*.

6.8 Publications – 2016

24. Muzaale, T., Basheka, B. C., & Odubaker, P. E. (2016). Oversight Role of Parliament and the Management of Public Finances in Uganda: A Financial Approach. *Journal of Management and Public Policy*.

6.9 Publications – 2015

25. Muzaale, T., & Uwizeyimana, D. (2015). Adherence to the Public Participation Principle in Oil Exploration and Production in Uganda: An Exploratory Case. *Administratio Publica*.

Publication verification note: The bibliographic information above has been organised from the publication records supplied. Final submission should include verification of article titles, issue numbers, page ranges, DOI identifiers and publication dates against the original journal records. In particular, some supplied 2026 journal and DOI details appear to be shared across several different article titles and should be checked before formal circulation. Repeated article titles and overlapping publication records have been retained rather than silently treated as distinct publications without verification.

7. SELECTED CONFERENCE AND SEMINAR PRESENTATIONS

Dr. Muzaale has participated in academic and professional conferences, presenting research on governance, public financial management, education policy, curriculum implementation, assessment and institutional performance.

His selected conference presentations include:

Year	Conference / Venue	Title of Paper Presented
2015	Uganda International Conference on Computing, Technology and Management, Hotel Africana, Uganda	Evaluating the Efficacy of Parliament of Uganda in Fighting Corruption in Uganda

2016	Uganda International Conference on Computing, Technology and Management, Silver Springs Hotel, Uganda	The Institutional Framework for the Management of Public Finances in Uganda: Key Management Challenges
2022	38th Annual Conference of the Association for Educational Assessment in Africa (AEAA), Avani Victoria Falls Resort, Livingstone, Zambia, 21–26 August 2022	The Challenges of and Strategies for Competency-Based Assessment by Uganda National Examinations Board
2023	International Conference on Curriculum Development, Speke Resort Munyonyo, Uganda, April 2023	The Implementation of Competence-Based Curriculum in Lower Secondary in Wakiso: Perceptions, Challenges and Prospects, with a Focus on Vocational Education and Training
2024	40th AEAA Conference, Century City, Cape Town, South Africa, 19–23 August 2024	The Implementation of Competence-Based Curriculum in Wakiso, Uganda: Focus on Vocational Skills
2025	41st AEAA Conference, Skylight Hotel, Addis Ababa, Ethiopia, 25 August 2025	Enhancing Teaching and Learning in Public Universities in Central Uganda: The Role of Alternative Assessment

8. THESIS AND DISSERTATION SUPERVISION

Dr. Muzaale's multidisciplinary academic background and university teaching experience provide a foundation for postgraduate research supervision and academic mentorship, particularly in business administration, finance, accounting, public administration, education management, governance and institutional development.

Research supervision areas include:

- Business administration and strategic management.
- Accounting and financial management.
- Corporate finance and corporate governance.
- Public administration and public financial management.
- Education administration and institutional management.
- Curriculum implementation and educational assessment.
- Monitoring, evaluation and institutional performance.
- Organisational development and leadership.

Supervision Record: Specific postgraduate and undergraduate thesis/dissertation titles, candidates, institutions, levels and completion dates are to be incorporated upon provision of the supervision record.

9. ACADEMIC, RESEARCH AND PROFESSIONAL COMPETENCIES

Dr. Muzaale's academic and professional competencies are informed by his multidisciplinary education, university teaching, research publications and consultancy engagements.

His core competencies include:

Academic and Research Competencies

- University teaching and academic engagement.
- Research design and methodological analysis.
- Scholarly writing and journal publication.
- Critical analysis and interdisciplinary research.
- Curriculum development, implementation and evaluation.
- Educational assessment and evaluation.
- Postgraduate research mentorship.

Management and Leadership Competencies

- Strategic management and institutional leadership.
- Organisational development and change management.
- Institutional capacity assessment and strengthening.
- Programme planning, coordination and management.
- Business planning and enterprise development.
- Performance management and organisational effectiveness.

Finance, Governance and Legal Competencies

- Financial management and accounting.
- Corporate finance and financial accountability.
- Corporate governance and board effectiveness.
- Public financial management.
- Public administration and governance.
- Legal and institutional framework analysis.
- Policy development and institutional accountability.

Development and Consultancy Competencies

- Monitoring, evaluation and learning.
- Development programme assessment.
- Organisational research and consultancy.
- Community development interventions.
- Stakeholder engagement and institutional coordination.
- Evidence-based decision-making.

10. COMMUNITY ENGAGEMENT, LEADERSHIP AND SOCIAL DEVELOPMENT

Beyond academic scholarship and professional consultancy, Dr. Muzaale maintains a strong commitment to community development, youth empowerment, athletics and the performing arts.

He believes that education and leadership should extend beyond formal institutions and translate into tangible improvements in individual lives and community wellbeing.

10.1 Athletics and Youth Development

KK Running Teenagers Club, Kampala
Athletics Coach

He serves as an athletics coach, contributing to the development of young athletes and promoting physical fitness, discipline, resilience and self-confidence among young people.

His engagement in athletics reflects his belief in the importance of holistic human development, where intellectual advancement is complemented by physical wellbeing, personal discipline and teamwork.

10.2 Performing Arts and Cultural Development

Igembe Drama Group, Namulesa, Jinja
Group Manager

He manages Igembe Drama Group, a community-based performing arts group in Namulesa, Jinja.

Through this engagement, he supports creative expression, community participation and the use of drama as an instrument for education, entertainment, cultural preservation and positive social change.

His involvement reflects an appreciation of the role of the performing arts in strengthening community identity, promoting social awareness and encouraging public participation in development.

11. PERSONAL LEADERSHIP PHILOSOPHY AND PROFESSIONAL OUTLOOK

Dr. Muzaale's professional philosophy is founded on the principles of lifelong learning, intellectual discipline, ethical leadership, institutional accountability and the transformative power of education.

He views leadership as a responsibility that extends beyond occupying formal positions of authority. In his perspective, effective leadership requires the ability to understand institutional challenges, mobilise people and resources, formulate practical solutions and create sustainable value for society.

His multidisciplinary academic background reinforces his conviction that contemporary organisational and development challenges cannot always be understood or addressed through a single disciplinary perspective. Instead, they require integrated approaches that draw on management, law, finance, education, governance and social development.

He is particularly interested in strengthening institutions through evidence-based management, sound financial systems, effective governance, strategic leadership and continuous performance improvement.

His engagement in community athletics and performing arts further demonstrates his belief that sustainable human development must integrate intellectual, physical, creative and social dimensions.

For Dr. Muzaale, academic excellence is not merely a measure of accumulated qualifications but an ongoing commitment to generating knowledge, developing people, strengthening institutions and contributing meaningfully to society.

12. PROFESSIONAL IDENTITY AND AREAS OF CONTRIBUTION

Dr. Muzaale's academic and professional identity is anchored in the integration of scholarship, management practice, institutional development and community engagement.

He offers multidisciplinary perspectives and practical experience in the following areas:

1. Higher education teaching and academic development.
2. Research, scholarly writing and knowledge generation.
3. Business administration and financial management.
4. Corporate governance and legal institutional frameworks.
5. Public administration and public financial management.
6. Education administration, curriculum and assessment.
7. Organisational development and institutional strengthening.
8. Strategic management and programme evaluation.
9. Monitoring, evaluation and development effectiveness.
10. Community development and youth empowerment.

14. REFEREES

Professional and academic referees shall be provided upon request.