



MAKERERE UNIVERSITY

# COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES (CoBAMS)



# Annual Report — 2024



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MakCoBAMS



MakCoBAMS



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**PRESENTED BY**  
THE OFFICE OF THE PRINCIPAL

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#### **CONTENT**

This report represents a collaborative effort in which all schools, departments, research centres and projects provided content. We are grateful to all units, individuals who contributed to this work.

**DATE:** January 2025

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# Principal's Foreword

Edward Bbaale, PhD  
**Professor & Principal**

*We remain committed to contributing to Makerere University's strategic direction of being a research-intensive and innovation-driven institution. Congratulations to colleagues who secured research grants this year! I encourage all staff to form teams and respond to available grant opportunities, including MakRIF and external calls.*

I take this opportunity to express my sincere gratitude to the staff of the College of Business and Management Sciences (CoBAMS) for the hard work, dedication, and commitment to the College. Your collective efforts have been instrumental in our achievements across academics, research, outreach, and institutional growth. Before delving into these areas, I would like to:

- **Congratulate** our colleagues who have been promoted within the University service and those who have attained their doctoral degrees in 2024. Your accomplishments inspire us all and elevate the stature of our college.
- **Commiserate** with colleagues who have experienced the loss of loved ones during the year. Our thoughts and prayers are with you and your families during these difficult times.

Let us now reflect on the highlights and updates across our areas of mandate:

## 1 Academics

I extend my congratulations to all of you for successfully concluding the teaching and learning activities of the year 2024.

In line with the University's focus on graduate training, I urge all School Deans to prioritize increasing graduate admissions, especially at the PhD level. Our goal should be a minimum of five PhD candidates graduating per School annually.

To support this, we will introduce an Annual PhD Symposium, bringing together all PhD students from the three Schools within CoBAMS. Dr. Kasimu Sendawula from the School of Business will coordinate this initiative.

## 2 Research, Grants, and Outreach

We remain committed to contributing to Makerere University's strategic direction of being a research-intensive and innovation-driven institution. Congratulations to colleagues who secured research grants this year! I encourage all staff to form teams and



respond to available grant opportunities, including MakRIF and external calls.

At the College level, we provided modest research grants to applicants this year. I implore recipients to expedite their work, which will form part of the CoBAMS Working Paper Series, serving as a foundation for our annual conference, journal publications, and book chapters.

In outreach, I commend colleagues who participated in national and international conferences and policy dialogues. In 2025, we plan to hold an Annual CoBAMS Conference, alongside policy dialogues and technical workshops. Dr. Peter Babyenda, our Policy Engagement Coordinator, will oversee these activities.

### 3 Vice Chancellor's Research Excellence Award 2024

Congratulations to our colleagues who won the Vice Chancellor's Research Excellence Award in 2024! I urge all staff to upload their research and teaching information to the Self-Assessment System (SAMS) at <https://quality.mak.ac.ug/sa/index.php>. It is only those colleagues who will upload their work that will compete for the awards. This is a valuable opportunity to showcase our achievements and elevate the profile of CoBAMS within Makerere University.

### 4 Infrastructure Improvement and Expansion

We are closely monitoring progress on the CoBAMS Infrastructure Expansion Project, approved by the Ministry of Finance, Planning, and Economic Development. We are optimistic that funding will be disbursed in FY 2025/26 to kick start this project. The building will expand the teaching and learning spaces hence addressing the critical challenges such as overcrowding in offices and classrooms.

### 5 Capacity Building

Capacity-building opportunities remain available to staff despite financial constraints. Deans and Administrative Heads are encouraged to share

training needs with my office, and we will support facilitator costs where possible. Additionally, Makerere University offers free training programs in areas such as grant proposal writing (GAMSU) and supervision (DRGT). Please inform us of suitable schedules to enable us plan for and organize these sessions.

### 6 Finances

The University faced a significant financial cut this year, which affected all units.

I urge Schools to initiate special programs like short courses, which operate as projects and on an 80:20 revenue-sharing model, to generate additional income. In this model, the college retains 80% while 20% is remitted to the centre. Furthermore, we are committed to growing the College's Endowment Fund, with its launch planned for early 2025. This event will enable us to engage alumni in supporting the Fund.

*I urge Schools to initiate special programs like short courses, which operate as projects and on an 80:20 revenue-sharing model, to generate additional income.*

### 7 Staff Wellness

I encourage all colleagues to prioritize their well-being by participating in the free University-wide Physical Wellness Program, organized by the Institute of Sports Science in the College of Natural Sciences. Sessions are held every Wednesday and Friday at the JICA Grounds after 5 PM.

Looking ahead, we are committed to establishing our own wellness initiatives within CoBAMS. The Deputy Principal is particularly passionate about creating a fitness club tailored to our staff's needs and establishing a welfare SACCO to enhance financial support and community building. These initiatives will further promote health and well-being among our staff in the near future.

### Closing Remarks

As we reflect on 2024, I am deeply grateful for your unwavering dedication to CoBAMS and its mission. Together, let us look forward to 2025 as a year of continued success and growth for our college.

As we build for the future.

Edward Bbaale, PhD  
Professor & Principal



# Introduction

The College of Business and Management Sciences is one of the constituent colleges of Makerere University. It was formed in 2011 as a merger between the then Faculty of Economics and Management (FEMA) and the Institute of Statistics and Applied Economics. CoBAMS is composed of three (3) Schools, seven (7) Departments and four (4) Centers namely:

## 1) School of Economics

- i) Department of Economic Theory and Analysis
- ii) Department of Policy and Development Economics

## 2) School of Business

- i) Department of Accounting and Finance
- ii) Department of Marketing and Management

## 3) School of Statistics and Planning

- i) Department of Planning and Applied Statistics
- ii) Department of Population Studies
- iii) Department of Statistical Methods and Actuarial Science

## Research Centers

- 1) Centre for Population and Applied Statistics (CPAS)
- 2) Public Investment Management Centre of Excellence (PIM CoE)
- 3) Environment for Development Centre (EfD)
- 4) Entrepreneurship and Innovation Centre



### Vision

To be a thought leader of knowledge generation for societal transformation and development.



### Mission

Service to society through provision of effective practice-oriented learning and research.

## CORE VALUES

The College in pursuit of its mission is guided by the following core values:

- Accountability
- Professionalism
- Respect
- Integrity
- Inclusivity
- Team work
- Social Responsibility

## Mandate

The Universities and Other Tertiary institutions (Management of Constituent Colleges of Makerere University), Statute 2012 mandates CoBAMS to fulfill the following functions:

- To provide an environment for the teaching of Economics, Statistics, Business and Population Sciences and research and service of high quality expected of a University in accordance with the Vision and Mission of the University,
- To prepare students through regular and professional Programmes for Economics, Statistics, Business Management and Population Sciences degrees, diplomas, certificates and other awards of Mak,
- To contribute to intellectual life, acting as a focal point for

economic, social, cultural and political development and as a centre for studies, service and research particularly in matters pertaining to the interests and changing demands of society,

- To establish positions and super specialties other than those specified under the Statute in line with existing University guidelines, and
- To perform any other functions as the University Council may from time to time determine.



# College Management



PRINCIPAL  
**PROF. EDWARD BBAALE**



DEPUTY PRINCIPAL  
**ASSOC. PROF. JAMES WOKADALA**



DEAN, SOE  
**ASSOC. PROF. IBRAHIM  
MIKE OKUMU**



DEAN, SOB  
**ASSOC. PROF. GODFREY  
AKILENG**



DEAN, SSP  
**DR. MARGARET BANGA**



HEAD OF DEPT  
ACCOUNTING  
AND FINANCE  
**DR. ERIC NZIBONERA**



HEAD OF DEPT.  
MARKETING &  
MANAGEMENT  
**DR. JUDE MUGARURA**



HEAD OF DEPT  
ECONOMIC THEORY  
& ANALYSIS  
**ASSOC. PROF. FAISAL  
BUYINZA**

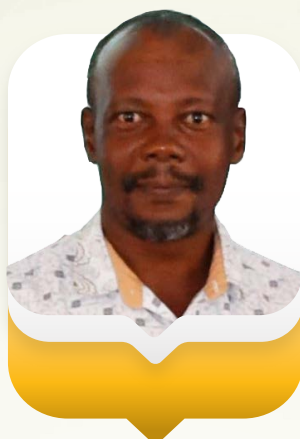


HEAD OF DEPT POLICY &  
DEVELOPMENT ECONOMICS  
**DR. SUSAN KAVUMA**

# College Management



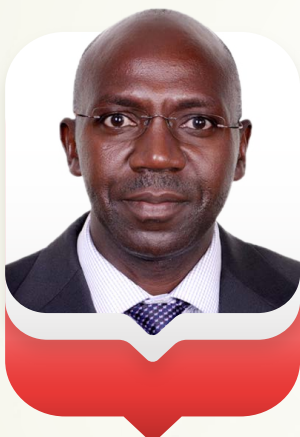
HOD PLANNING  
& APPLIED STATISTICS  
**DR. JOHN BOSCO ASIMWE**



HOD STATISTICAL  
METHODS & ACTUARIAL  
SCIENCE  
**DR. WAMONO FELIX**



HEAD OF DEPT.  
POPULATION STUDIES  
**DR. ALLEN KABAGENYI**



BURSAR  
**MR PETER MUBIRU**



HUMAN RESOURCES  
**MS. JOSEPHINE OPOLOT  
APOLOT**



REGISTRAR  
**MS. CAROLINE NANONO**



COMMUNICATION OFFICE  
**MS. BETTY KYAKUWA**



LIBRARY  
**MS. SYLVIA MUNAFU**



PROCUREMENT OFFICE  
**MR. DAVID IKOMO**





1.0

Teaching &  
Learning



# Teaching & Learning

**T**he College took steps to strengthen its quality assurance framework. The College established a Quality Assurance Committee to oversee the quality of its operations across the Board. The Committee formally started work this year 2024. It involved sensitization meetings for Heads of Academic and Administrative Units in the College. The College also embarked on automation of workflow processes for the Graduate Training Function.

The College also continued to support student led discussion groups and engaged Graduate Fellows at each of its Departments.

Our students of Master of Art in Economics emerged first and second in the Joint Facility for Electives (JFE) competition that took place in Nairobi.

The Best Student: Ritah Ahumuza from the School of Economics, Makerere University, achieved an impressive average score of 87.5%, surpassing the top scores of the previous five years. Ms Ahumuza received an award for her exceptional performance from the African Economic Research Consortium.

The Joint Facility for Electives (JFE), organized by the African Economic Research Consortium (AERC), annually recognizes outstanding students in its Collaborative Master's Programme (CMAP) and Collaborative PhD Programme (CPP). These awards highlight the exceptional talent nurtured through the JFE program, which continues to play a pivotal role in advancing economic research and policy development across Africa. The competition attracted 101 students from 8 universities across Africa.

The CoBAMS Library continued to subscribe to The Economist & Harvard Business Review

magazines – both the print & electronic versions. The Library acquired the following information resources:

- 19 titles & 27 copies of textbooks received from the College
- 8 titles and 28 copies of books received from Book Bank's local purchase
- 217 records and 94 items entered into the integrated Library System (Virtua) and visible in the Online Public Access Catalogue (OPAC), <http://www.makula.mak.ac.ug:8080/search/query?theme=maklib1> and can be borrowed from the College Library.



# Graduation Statistics

GRADUATION STATISTICS OF JANUARY 31, 2024		
	SCHOOL OF BUSINESS	GRADUATION STATS
No.	Program	
1	PhD IN MANAGEMENT	1
2	MASTER OF PUBLIC INFRASTRUCTURE MANAGEMENT - (MPIM)	16
3	BACHELOR OF BUSINESS ADMINISTRATION - (BBAE)	226
4	BACHELOR OF COMMERCE - (BCOE)	241
5	BACHELOR OF COMMERCE - (BCOX)	161
6	MASTER OF BUSINESS ADMINISTRATION - (MBAM)	92
7	MASTER IN FINANCIAL SERVICES - (MAFS)	11
8	BACHELOR OF COMMERCE - (BCOE) - FORTPORTAL	1
9	BACHELOR OF BUSINESS ADMINISTRATION - (BBAE) – JINJA	1
10	BACHELOR OF COMMERCE - (BCOE) - JINJA	1
	SCHOOL OF STATISTICS	
1	BACHELOR OF SCIENCE IN QUANTITATIVE ECONOMICS - (BSQE)	139
2	MASTER OF SCIENCE IN QUANTITATIVE ECONOMICS - (MSQE)	3
3	BACHELOR OF SCIENCE IN POPULATION STUDIES - (BPOP)	47
4	MASTER OF DEMOGRAPHY AND POPULATION STUDIES - (MDPS)	
5	BACHELOR OF SCIENCE IN ACTUARIAL SCIENCE - (BSAS)	65
6	BACHELOR OF STATISTICS - (BSTA)	106
7	POSTGRADUATE DIPLOMA IN STATISTICS - (GSTA)	1
8	MASTER OF STATISTICS - (MSTA)	10
9	BACHELOR OF SCIENCE IN BUSINESS STATISTICS - (BSBS)	104
10	POSTGRADUATE DIPLOMA IN DEMOGRAPHY - (GDEM)	3
	SCHOOL OF ECONOMICS	
1	BACHELOR OF ARTS IN ECONOMICS - (BECO)	214
2	MASTER OF ARTS IN ECONOMICS - (MECO)	5
3	MASTER OF ARTS IN ECONOMIC POLICY MANAGEMENT - (MEPM)	22
4	MASTER OF ARTS IN ECONOMIC POLICY AND PLANNING - (MEPP)	35
5	BACHELOR OF ARTS IN DEVELOPMENT ECONOMICS - (BDEC)	159
6	DOCTOR OF PHILOSOPHY (SCHOOL OF ECONOMICS)	4
	GRAND TOTAL	1668

## Over 1,600 graduate from CoBAMS as best researchers & students are awarded



During the 74<sup>th</sup> graduation ceremony of Makerere University, the College of Business and Management Sciences presented 1,074 students for graduation in the respective academic disciplines. The students graduated on 31<sup>st</sup> January 2024. At the same occasion, five of the college's senior researchers received the Vice Chancellor's Research Excellence Award 2023.

The researchers, Dr. Allen Kabagenyi, Dr. Peter Kisaakye, Assoc. Prof. Betty Kwagala, Dr. Francis Wasswa and Dr. Stephen Wandera, were recognized for having the highest number of publications, in the last 5 years, in the college. This year's graduation saw 7 people graduate with PhDs, 214 with Masters, 4 with Post graduate diplomas and 1479 with undergraduate degrees from the College of Business and Management Sciences. Of these 900 are female while 803 are male representing 52.9% and 47.1% respectively.



At the same luncheon, ACCA Uganda recognized three top-performing students of the Bachelor of Commerce (Accounting) program. Ndagire Sarah, Yiga James Mark, and Nabagereka Rebecca, each graduating with an impressive CGPA of 4.68, were awarded plaques in recognition of their outstanding academic performance.



Additionally, the best-performing student in the Master of Economics program, Nalweere Alice, received an award from the Economic Policy Research Centre (EPRC). The award included a two-year paid training opportunity with EPRC as a research fellow.





2.0

Research and  
Publications



# Research & Publications

## Journal Papers

1. Madise, N. J., Dodoo, **N. D.**, **Mushomi, J. A.**, & Mankhwala, C. S. (2024). Understanding the complex relationship between population and climate change mitigation. *Vienna Yearbook of Population Research*, 2024.
2. **Mushomi, J.**, & Wielenga, C. (2024) Mobility, Identity and Conflict Resolution in Africa. [https://scholar.google.com/scholar?hl=en&as\\_sdt=0%2C5&q=John+mushomi+and+Wielenga&btnG=#d=gs\\_qabs&t=1745568988369&u=%23p%3DVKkd-557j2UJ](https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=John+mushomi+and+Wielenga&btnG=#d=gs_qabs&t=1745568988369&u=%23p%3DVKkd-557j2UJ)
3. Wielenga, C., & **Atwebembeire, J. M.** (2024). Conclusion: Identity, Ownership, Belonging and Resource Contestation—Responding to the Crisis. In *Mobility, Identity and Conflict Resolution in Africa: Resources Belong to the People* (pp. 263-266). Cham: Springer Nature Switzerland.
4. Wielenga, C., & **Atwebembeire, J. M.** (2024). Introduction: Resources Belong to the People: Mobility, Identity and Conflict Resolution in Africa. In *Mobility, Identity and Conflict Resolution in Africa: Resources Belong to the People* (pp. 1-11). Cham: Springer Nature Switzerland.
5. Birungi, D., Tunanukye, N., & **Atwebembeire, J. M.** (2024). Women and Indigenous Resource Conflict Resolution Options in Uganda's Oil Region: A Case of Barazas. In *Mobility, Identity and Conflict Resolution in Africa: Resources Belong to the People* (pp. 203-211). Cham: Springer Nature Switzerland.
6. Tunanukye, N., **Atwebembeire, J. M.**, & Rutabajuuka, S. P. (2024). Migrancy, Resource Contestation and Citizenship Claims in Uganda's Oil Region. In *Mobility, Identity and Conflict Resolution in Africa: Resources Belong to the People* (pp. 87-107). Cham: Springer Nature Switzerland.
7. Tunanukye, N., & **Atwebembeire, J. M.** (2024). Contributing to the Citizenship Debate: Lessons from Western and Southern Uganda, 1894–2000. In *Mobility, Identity and Conflict Resolution in Africa: Resources Belong to the People* (pp. 153-183). Cham: Springer Nature Switzerland.
8. Zibugu, D., Gubbels, J. S., **Namugenyi, C.**, Asimwe, J. B., & Gerards, S. (2024). Impact of the Timed and Targeted Counselling Model on Maternal Health Continuum of Care Outcomes in Northern Uganda: Protocol of a Quasi-Experimental Study. *Methods and Protocols*, 7(6), 98.
9. Amutuhairu, W., Semitala, F. C., Kimera, I. D., **Namugenyi, C.**, Mulindwa, F., Ssenyonjo, R., ... & Muddu, M. (2024). Time to blood pressure control and predictors among patients receiving integrated treatment for hypertension and HIV based on an adapted WHO HEARTS implementation strategy at a large urban HIV clinic in Uganda. *Journal of Human Hypertension*, 1-8.
10. Musimbaggo, D. J., Kimera, I. D., **Namugenyi, C.**, Schwartz, J. I., Ssenyonjo, R., Ambangira, F., ... & Semitala, F. C. (2024). Factors associated with blood pressure control in patients with hypertension and HIV at a large urban HIV clinic in Uganda. *Journal of Human Hypertension*, 38(4), 345-351.
11. **Babyenda, P.**, Kabubo-Mariara, J., & Odhiambo, S. (2024). Adaptation to climate variability and household welfare outcomes in Uganda. *Climate Services*, 36, 100523. <https://doi.org/10.1016/j.cliser.2024.100523>
12. **Bbaale, E.**, **Babyenda, P.**, Kavuma, S., Kiconco, B., Kyamugabwa, A., Sebukeera, H., Wanaina, S. & Mabugu, R. (2024). Africa: A review of youth employment policies and their impact in Uganda. <http://mastercardfdn.org/wp-content/uploads/2024/02/Youth-Employment-Uganda-Working-Paper.pdf>

13. **Bbaale, E., Babyenda, P.,** Sseruyange, J., Kilimani, N., IGE Fellows of 2023. (2024). Promoting Inclusive Clean Energy Transition in Uganda. Evidence, Challenges and Policy Options. Policy Brief. Environment for Development Initiative (EfD). <https://www.efdinitiative.org/publications/promoting-inclusive-clean-energy-transition-uganda-evidence-challenges-and-policy>
14. Zibugu, D., Gubbels, J. S., Asiimwe, J. B., & Sanne, G. (2024). Impact of the Timed and Targeted Counselling Model on Maternal Health Continuum of Care Outcomes in Northern Uganda: Protocol of a Quasi-Experimental Study. *Methods and Protocols* 7(6). <https://www.mdpi.com/2409-9279/7/6/98>. DOI: [10.3390/mps7060098](https://doi.org/10.3390/mps7060098).
15. Nabukenya, D. K., Lwanga, C., **Asiimwe, J. B.**, & Luzze, H. (2025). Why does it take so long? The reasons behind Drug Resistant-Tuberculosis (DR-TB) treatment delay in Uganda. *BMC Infectious Diseases*. 24:1452. <https://rdcu.be/d4mQf>. DOI: [10.1186/s12879-024-10339-7](https://doi.org/10.1186/s12879-024-10339-7)
16. Katsuki, S.; **Wokadala, J.**; Ogawa, (2023) Effect of parental engagement on children's home-based continued learning during COVID-19-induced school closures: Evidence from Uganda. *International Journal of Educational Development*. Vol. 100, 102812. <https://doi.org/10.1016/j.ijedudev.2023.102812>.
17. **Wokadala, J.**, Ogawa, K. (2024). Analysis of Students' Flow Patterns from Primary Through Lower Secondary Cycle Under Automatic Promotion Policy in Uganda. In: Sekiya, T., Ogawa, K., Kitamura, Y., Ashida, A. (eds) Towards Ensuring Inclusive and Equitable Quality Education for All. *International and Development Education*. Palgrave Macmillan, Cham. pp 261-279 [https://doi.org/10.1007/978-3-031-70266-2\\_13](https://doi.org/10.1007/978-3-031-70266-2_13)
18. **James Wokadala**, St. Kizito Omala & Keiichi Ogawa (2022) Impact of School Facilities Grant on Access and Learning Achievements in Public Primary Schools in Uganda: A Randomised Experiment. *Africa Education Review*, 19:3, 119-137, DOI: 10.1080/18146627.2023.227073
19. **Kabagenyi, A.**, Wasswa, R., & Kayemba, V. (2024). Multilevel mixed effects analysis of individual and community factors associated with unmet need for contraception among married women in four East African countries. *SSM-Population Health*, 25, 101602
20. Reid, A., **Kabagenyi, A.**, Ojiambo Wandera, S., Beinomugisha, J., & Walters, S. (2024). Age reporting by and for older people in Uganda: relationships with frailty, human capital and population registration. *Journal of global ageing*, 1(1), 27-51
21. Nduhukyire, L., Semitala F.C, Ntuulo M.J., Muramuzi D., Ipola. A.I., Owori B., **Kabagenyi A.**, Nangendo J., and Namutundu J.,. "Prevalence, associated factors, barriers and facilitators for oral HIV self-testing among partners of pregnant women attending antenatal care clinics in Wakiso, Uganda." *AIDS Research and Therapy* 21, no. 1 (2024): 82.
22. Kayemba, V., **Kabagenyi, A.**, Ndugga, P., Wasswa, R., & Waiswa, P. (2023). Timing and quality of antenatal care among adolescent mothers in a rural community, Uganda. *Adolescent health, medicine and therapeutics*, 45-61.
23. Ssegujja, E., **Kabagenyi, A.**, Namakula, J., Zakumumpa, H., & Ssengooba, F. (2023, November). Long-term effects of donor support to maternal and child health service delivery improvements at subnational level in Uganda: A qualitative study. In *TROPICAL MEDICINE & INTERNATIONAL HEALTH* (Vol. 28, pp. 294-294). 111 RIVER ST, HOBOKEN 07030-5774, NJ USA: WILEY
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25. Katsuki Sakaue, **James Wokadala** & Keiichi Ogawa (2024). Updates on private returns to education in Uganda: evidence from universal primary education policy. *Education Economics Journal*, Vol. 32, 632-648, DOI: 10.1080/09645292.2024.2345708
26. **Nakabuye, Z.**, Bimbona, S., Mayanja, J., & Wasserman, M. (2024). Knowledge Absorptive Capacity: The Secret Sauce that Helps Entrepreneurs in Uganda Convert Technology Orientation into Export Performance. *African Journal of Business & Economic Research*, 19(3).
27. **Ibrahim Mike Okumu, Joseph Mawejje, Nicholas Kilimani, Edward Bbaale**, Why do some African firms export? The role of regional economic communities? First published: 22 September 2024. <https://doi.org/10.1111/rode.13164>

28. **Okumu, I. M.,** Nathan, S., & **Bbaale, E.** (2024). Gender of a manager and firm performance in Africa: Does the business environment play a moderating role?. *Journal of International Development*, 36(8), 3082-3124.
29. **Kabbera, S.,** Tibaingana, A., Kiwala, Y., & Mugarura, J. T. (2024). Triple bottom line practices and the growth agro-processing enterprises in Uganda. *Cleaner and Circular Bioeconomy*, 8, 100081.
30. **Kabbera, S.,** Tibaingana, A., Kiwala, Y., & Mugarura, J. T. (2024). Environmental practices and the growth of small and medium agro-processing enterprises in Uganda. *Cleaner and Circular Bioeconomy*, 8, 100090.
31. Tumwizere G, K Mbonye M, **Ndugga P.** Determinants of late antenatal care attendance among high parity women in Uganda: analysis of the 2016 Uganda demographic and health survey. *BMC Pregnancy Childbirth*. 2024 Jan 5;24(1):32. doi: 10.1186/s12884-023-06214-z. PMID: 38183021; PMCID: PMC10768297.
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34. **Nnyanzi, J.B., Kilimani, N., & Oryema, J.B.** (2024). Hysteresis in Youth Unemployment in Sub-Saharan Africa: Focus on Gender, Income, and Region. *The Journal of Developing Areas* 58(2), 91-126. <https://www.muse.jhu.edu/article/924531>.
35. **Alioni, C.,** Park, B. I., & Min, H. (2024). Examining success factors for logistics outsourcing in Sub-Saharan Africa. *Transportation Journal*, 63(2), 98-110.
36. Kamanyire, M. C., **Matovu, F., Wabiga, P., & Nanyiti, A.** (2024). Rural electrification and women empowerment: Do bargaining game approaches with real household items reduce the bias?. *The Electricity Journal*, 37(6), 107420.
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63. **Edward Bbaale,, Peter Babyenda, John Sseruyange, Nick Kilimani, IGE Fellows of 2023** 2024, Promoting Inclusive Clean Energy Transition in Uganda. Evidence, Challenges and Policy Options. Policy Brief
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# Research Grants

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
1	Masters Programme in Economics (MA ECON)	Dr. Ibrahim Mike Okumu
2	CASH-IN Privetely Managed cash transfers in Africa	Dr. Bruno Lule Yawe
3	Environment for Development Initiative (EfD-MAK CENTER)	Prof. Edward Bbaale
4	Inclusive Green Economy (IGE- EfD MAK)	Prof. Edward Bbaale
5	Economic and Health Impact and the resilience of last mile populations in artisanal and small scale miniing unplanned settlements in Sahara Africa	Dr. Betty Kwagala
6	UN Capital Development Fund and Local Economic Acceleration Program	Dr. Yusuf Kiwala
7	Harmonization of Entrepreneurship Education Delivery Project (HEED- Africa) - IAAMS	Dr. Allen Kabagenyi
8	Supported Childcare and Female Labor market	Dr. Nicholas Kilimani
9	Retail Finance Distribution (ReFinD) Research Initiative	Dr. Aisha Nanyiti
10	Fanancial Awareness and Literacy Leadership	Dr. Hellen Namaweje
11	Clean Energy for Development-A Call for Action	Prof. Edward Bbaale
12	Peer Learning Forest Management Capacity Building Program 2023, Funded by Environment for Development Initiative (EfD-Global Hub), University of Gothenburg, Sweden.	<b>Babyenda Peter</b>
13	Quasi-experimental Evaluation of National Forestry Authority Projects in Uganda, Grant from Environment for Development Initiative (EfD), University of Gothenburg, Sweden.	<b>Babyenda Peter</b>
14	Environment for Development (EfD)- 2023, MS-1505, Principal Investigator; Electric Cooking in the Energy Transition: How much Subsidization is needed?	<b>Aisha Nanyiti</b>
15	Environment for Development (EfD)- 2023, MS-1487, Co-investigator; Climate-related risk and Sustainable Cage Fish Farming in Vietnam and Uganda.	<b>Aisha Nanyiti c</b>
16	JPAL Proposal Development Project Grant on Supported childcare and female labor market participation in East Africa	<b>Nicholas Kilimani</b>
17	Environment for Development Initiative Research Collaborative project on Solar-powered irrigation systems for resilience to climate change: An economic viability analysis. This Grant is between Researchers from the EfD Centre at Makerere University, EfD- Ethiopia, EfD-Ghana, Duke University, and Vrije Universiteit Amsterdam.	<b>Nicholas Kilimani</b>

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
18	Environment for Development Initiative Research Collaborative project on Electric cooking in the energy transition: How much subsidization is needed? This Grant is between Researchers from the EfD Centre at Makerere University, EfD- Ethiopia, EfD Kenya, and University of British Columbia-Canada.	<b>Nicholas Kilimani</b>
19	A faculty research grant by the African Economic Research Consortium on human capital development in sub-Saharan Africa for a project entitled: Is bigger necessarily better? Household size, expenditure, and children's educational attainment"	<b>Nicholas Kilimani</b>
20	Building women smallholder farmers' empowerment and adaptive capacities: A pathway to enhancing women's resilience to climate change in Uganda. A collaborative project between the Makerere University - School of Gender and the Association of Uganda Professional Women in Agriculture and the Environment (AUPWAE). It is funded through the CLARE programme, a UK-Canada framework for research initiative focused on Climate Adaptation and Resilience to enable socially inclusive and sustainable action that will build resilience to climate change and natural hazards.	<b>Susan Kavuma</b> Co-PI on a three-year project (2023 – 2026)
21	The state of mental health at the workplace	<b>Ms. Nakabuye</b>
	POLYCIVIS: Confronting the Polycrisis in Europe and Africa. Makerere University, Partner Institution. Stephen Ojiambo Wandera, Team Member. Grant Amount: Euros 1.2 million. CIVIS application for a Jean Monnet Network on External Policy: EU-Africa. ERASMUS-JMO-2023-NETWORKS-HEI-NON-EU-AFRICA.	<b>Dr Stephen Wandera</b>
22	FamiLEA: The Remaking of the Family in East Africa (1.06.2023 – 31.05.2027). Swiss National Science Foundation (SNSF). Yvan Droz, Valérie Golaz, Clémentine Rossier. Grant #: 213547, Amount: Swiss Francs (CHF): 2,986,857. Role: Project Partner. SNSF: <a href="https://data.snf.ch/grants/grant/213547">https://data.snf.ch/grants/grant/213547</a> .	
23	Assessing Dementia and Frailty among Older Persons in Selected Rural Districts in Eastern Uganda. Stephen Ojiambo Wandera, Ph.D. (PI), Dr. Monica Maria Diaz (CoPI), Assoc. Prof. Noeline Nakasujja (Co-PI) & Assoc. Prof. Leah Rubin (Consultant). Alzheimer's Association of the USA. Grant Number: AARGD-NTF-22-975156, Grant Amount: USD 150,000. Funding Period: February 1, 2023 – January 31, 2026.	Role: Wandera SO, PI.
24	<b>Carnegie Corporation of New York and Makerere University. 2023.</b> Skills enhancement for Departmental faculty and outreaches to Population agencies to promote the Department of Population Studies graduate programs, at Makerere University. Grant Amount USD 7,000.	Olivia Nankinga, Stephen Ojiambo Wandera, Betty Kwagala, Peninah Agaba, Peter Kisaakye, Allen Kabagenyi, John Mushomi Atwebembeire, Patricia Ndugga (CECAP FELLOW).

No.	FULL PROJECT NAME	PRINCIPAL INVESTIGATOR
25	The effectiveness of Information Education and Communication (IEC) interventions in reducing stigma among Sickle Cell Disease patients in Alebtong district, Northern Uganda” in partnership with Uganda Sickle Cell Rescue Foundation (USCRF) and the office of the District Health officer, Alebtong district, with support from the Government of Uganda through the Makerere University Research and Innovation Fund (MAK-RIF) designed and implemented the above project	Dr. Peninah Agaba & Dr. Olivia Nankinga
26	Integrating Refugees in to Economic Activities Through Mobile Entrepreneurship Skilling	Dr. Anthony Tibaingana
27	<p>The <a href="#">Jean Monnet Policy Network NEAR-ER</a> (Network for European and African Research and Education) is a thematic network under the Jean Monnet Actions funded by the Erasmus+ Programme. This network fosters collaboration between European and African higher education institutions to promote research, education, and policy debates on EU-Africa relations.</p> <p>Dr. John A. Mushomi is involved with this network as a Makerere University-based PI, contributing his expertise in EU-Africa relations and policy development. The network aims to share research findings, course content, and experiences among partners and provide regular feedback on innovative practices in the field. The figure that will come to Makerere from this grant will be <b>35000 Euros</b>.</p>	Dr. John A. Mushomi
28	The Land market, use patterns and relations in Uganda funded by Government of Uganda through the Makerere University Research and Innovation Fund (MAK-RIF)	Eria Hisali, Kabagenyi Allen and John Sseruyange
29	<b>2024-2025</b> Prevalence and Correlates of Depression among University Students in Uganda. GBP 10,000. Worldwide Universities Network (WUN), University of Leeds, UK. Role: Co-PI.	Dr. Wandera Stephen Ojiambo
30	<b>2024-2026</b> CARTA Research Hubs and Networks Preparatory Grant. CARTA and APHRC. \$200,000. Role: Co-PI. African Population and Health Research Center (APHRC).	
31	<b>2023-2027</b> FAMILIA: The Remaking of Family in East Africa. Swiss National Science Foundation. <a href="https://data.snf.ch/grants/grant/213547">https://data.snf.ch/grants/grant/213547</a> . CHF: 2,986,857. Role: Core Research Team Member and PI in Uganda.	
32	2024-2024 Substance and alcohol use, dating violence, and sexually transmitted infections among Makerere University students in Kampala, Uganda. MAK-RIF 5. Government of Uganda (GoU). UGX 85 million. Role: PI.	
33	<b>2023-2024</b> Economic and Health impact and the resilience of last mile populations in artisanal and small-scale mining unplanned settlements in sub-Saharan Africa before, during, and after COVID-19: The case of Ghana and Uganda. International Development Research Center (IDRC). (2023-2024). Grant #: 110012, Amount: CAD 816,300. Role: CO-PI.	
34	<b>2023-2026</b> POLYCIVIS: Confronting the Polycrisis in Europe and Africa. Makerere University, Partner Institution. Stephen Ojiambo Wandera, Role: Team Member. Grant Amount: Euros 1.2 million. CIVIS application for a Jean Monnet Network on External Policy: EU-Africa. Erasmus-JMO-2023-Networks-Hei-Non-Eu-Africa.	





3.0

Research  
Workshops

# Research Workshops

## Scholars Advocate for Private Sector Expansion to Boost Youth Employment



In light of recent findings from a comprehensive study on the effects of digitalization on youth employment, scholars, including Dr. Matovu Fred, the Principal Investigator, are calling for a significant expansion of the private sector to address the rising unemployment rates among educated youth. The research, which delves into how the youth in Uganda are adapting to technological advancements, highlights several key areas that require urgent policy intervention.

The study reveals that Ugandan youth are increasingly adapting to technological changes through self-education, peer-to-peer learning, and continuous formal education. Despite their proactive approach, only a few organizations are offering necessary training for technological adaptation, leaving many youths to navigate these changes on their own.

## POLICY DIALOGUE: Activists Urge Government to Integrate Gender Mainstreaming in Public Policy Making

Activists have called on the government to incorporate gender considerations in public policy making to achieve economic transformation and social sustainability. This appeal was made during a policy dialogue at Makerere University on May 21, organized by the College of Business and Management Sciences in collaboration with American University.

Ms. Safia Nalule Jjuuko, Chairperson of the Equal Opportunities Commission, emphasized the importance of gender mainstreaming in social and public policy enactment. She highlighted that for Ugandans to fully benefit from government initiatives, gender considerations must be central to policy planning.

"Gender extends beyond male and female. It encompasses various societal groups, including the disabled and the poor. Government institutions must consider these groups to effectively plan for all Ugandans through policies that serve the best interests of all citizens," Nalule stated. She added that thorough knowledge of the population is crucial for effective planning.



Dr. Joseph Muvawala, Prime Minister of Busoga Kingdom and Executive Director of the National Planning Authority, reiterated the need for gender to be a fundamental element in all policy endeavors. "Institutions should establish units dedicated to gender mainstreaming to address societal challenges," he said. Muvawala pointed out that addressing gender disparities is essential for social, political, and economic development.



## School of Statistics takes lead in FamiLEA Project



Scholars from School of Statistics in partnership with researchers from Europe, have launched the Remaking of the Family in East Africa (FamiLEA) project, focusing on 2000 households in the Kampala Metropolitan Area. This 3-year research initiative, which began on July 1st, includes households in Kampala, Wakiso, and Mukono Districts and will continue until mid-2027. The FamiLEA project examines families and the factors influencing changes in family structures. This research responds to the rapid and significant changes in family dynamics across Africa, including innovative kinship practices. Dr. Stephen Wandera is the Principal Investigator (PI).

## Mak Environmental Economists Explore Uganda's Albertine Oil Fields: Identifying Research and Collaboration Opportunities

A team of environmental economists from Makerere University recently visited the Albertine oil fields in Uganda to assess ongoing operations in terms of oil and gas exploration and uncover potential research and collaboration opportunities.

The field visit conducted from 17th-20th July 2024 by the EfD -Mak centre in the districts of Hoima, Buliisa and Kikuube aimed to bridge the gap between academic research and practical applications, focusing on the interaction between oil extraction activities and local communities, environmental management and sustainable development.



## EfD-Uganda Holds Inaugural AGM: Prof. Bbaale elected Director of centre



The EfD-Mak Centre Uganda held its first Annual General Meeting on July 18th since its establishment in Honai Vietnam in 2018 and official launch at Makerere University in October 2019. The meeting aimed to highlight the Centre's achievements and outline strategic objectives for the next five years. The meeting also saw the election of Prof. Edward Bbaale and Prof. Johnny Mugisha as Director and Deputy Director respectively.





## EfD Hosts Policy Dialogue on Energy Efficiency and Reduced Emissions: **Hoima Residents Call for Expanded Access to Clean Energy**

Hoima, July 18, 2024 – Stakeholders from Hoima's local government, private sector, and civil society organizations have urged the government to expand access to clean energy sources like electricity and LPGs to facilitate the country's transition from biomass and achieve its green growth strategy. Despite Uganda's capacity to generate and export electricity to neighboring countries, access and affordability remain significant challenges for rural areas and a large portion of the population.

During a policy dialogue hosted by the EfD-Mak Center in Hoima, themed "Energy Efficiency and Reduced Emissions in Uganda: Facts and Prospects," stakeholders highlighted the necessity of addressing these challenges. The event, part of the EfD Annual Meeting, gathered district local government officials, both technical and political, as well as academia, youth, and members of the private and civil society organizations.

## **COBAMS staff attend Trade and Climate Change Summer School in Perugia, Italy**

Prof. Edward Bbaale and Dr. Peter Babyenda attended a Trade and Climate Change Summer School in Perugia, Italy (July 16-19). This training course is organized by the World Bank, Institute for Economic Development, with generous support from the Bank of Italy. The week-long session includes seminars and exercise sessions, allowing participants to cover topics including carbon pricing, carbon leakage and countermeasures, the use of quantitative trade models in environmental policies and shocks, innovation and the diffusion of green technology

This Summer School offered an opportunity to enhance our expertise and engage with peers from diverse backgrounds. It has provided ample room for dialogue, exchange of best practices, innovative research designs, fostering collaboration among trade and environmental specialists





## EfD-Uganda Stakeholders Co-Creation Workshop Discusses Clean Energy Solutions for Small Holder Farmers



Members of the academia and EfD research fellows on 25th April, 2024 held a co-creation workshop with representatives from government ministries, civil society organization and the private sector to generate a context-relevant Micro, Small and Medium Enterprise (MSMEs)-led model for supporting the transition to low-carbon ag-tech by smallholder farmers.

The EfD in collaboration with Partnership for Economic Policy (PEP) embarked on the study titled, “Clean Energy For Development: A Call For Action (CEDCA): Renewable Energy MSMEs operating to modernize agriculture in Sub-Saharan Africa and South-East Asia: Barriers, opportunities, and implications for an inclusive low carbon transition”

The project funded by the International Development Research Centre (IDRC) is being implemented in four countries namely; Burkina Faso, Kenya, Uganda, and Vietnam.

The EfD-Uganda project team is composed of Prof. Edward Bbaale, who is also centre Director, Dr. Aisha Nanyiti Lecturer, School of Economics, Dr. Florence Lwiza, Lecturer, School of Agricultural Sciences and Gyaviira Ssewankambo, Junior Research Fellow.

## Study Reveals Taxation Issues in Uganda's Informal Economy



A recent study by researchers at Makerere University's College of Business and Management Sciences has identified the lack of a structured taxation framework for informal businesses as a significant cause of tax non-compliance among traders in Uganda. This revelation came from a collaborative research project involving eight university scholars, who examined the underlying factors contributing to the shadow economy and its implications for the national tax system.

The findings were presented by Dr. Ismail Kintu, the study's Principal Investigator, at a dissemination workshop held in Nansana Municipality Council,

Wakiso District, on Thursday. The research, initiated in 2022, aimed to assess traders' perceptions of fairness within the taxation system and how this relates to voluntary tax compliance.

“Traders said the system is unfair to them,” Dr. Kintu explained during the workshop. “Our research aimed to understand what fairness means in Uganda's context.” According to the study, fairness in the tax system is crucial for voluntary compliance, suggesting that taxes should be aligned with one's revenue, and penalties should be applied equitably.



## The Academia & Government Officials Identify Research & Data gaps in the Management of Natural Resources in Uganda

Environmental economists and graduate students from Makerere University held a meeting with government officials to identify research and data gaps to address the persistent environmental and natural resources (ENR) challenges in Uganda.

The two-day researchers' training organized by EfD Uganda was held at Esella Country Hotel in Kampala, on 14th and 15th March 2024.

Local Government (LG) representatives were brought on board to help understand policy research

questions in the local government that researchers can leverage to generate evidence to inform policy implementation and improvement in service delivery and environmental protection in general. The District Natural Resources Officer for Wakiso, Rebecca Ssabaganzi, was the lead facilitator. The national policymakers, on the other hand, presented policy, capacity, research, and data gaps that researchers can focus on to improve their work. Ronald Kaggwa from the National Planning Authority facilitated the training.

## Prudential, ACCA, EPRC award best CoBAMS students



Makerere University in collaboration with three partner companies have recognized and awarded best performing business graduates of the 74th graduation who were conferred with bachelors and Masters in January.

The companies including Prudential Uganda, ACCA, and EPRC presented to graduates with cash prizes, mentorship and training opportunities in the companies.

The recognizing and awarding ceremony was held at the School of Business, Makerere University on March 12 from where 12 graduates from the College of Business and Management Sciences (CoBAMS)

received their prizes.

While addressing the graduates and their parents, Prof Barnabas Nawangwe, the University Vice Chancellor, congratulated the awardees upon obtaining good degrees.

"It is very difficult to get a good Makerere degree. If you are being honoured you have got a first class, you must count yourself extremely clever and also blessed by God," Prof Nawangwe said.

The VC said he has struggled to create a conducive learning environment for the students by restoring discipline among the students to connect them to the world.



## Makerere Presents Nepal's Community Forest Management Model to Government Agencies



In 2023, the Ugandan team comprising Dr. Peter Babyenda of Makerere University EfD-Mak Centre, Christine Mugenyi and Rukundo Tom from the National Forest Authority went to Nepal to study the Community Forest Management Model. The study tour was funded by EfD Global Hub and the National forestry Authority Uganda.

The study tour was one of the activities of EfD Forest Collaborative Peer Learning Project on Community Forestry aimed at deepening the understanding on community-based forestry management and sharing ideas and experiences regarding forestry among the participant countries.

This study was timely given the current efforts by Ugandan government to increase the forest cover to 24% by 2040. Through community forest management, the people of Nepal have been able to increase their forest cover to 45% from 29% in 1992.

Research fellows from EfD-Mak centre from Makerere University on 27th February 2024, went to the Ministry of Water and Environment to disseminate information on lessons learnt from Nepal's community forest management.







## PIM centre trains 40 in Financial Analysis

The Public Investment Management Centre of Excellence has completed training for over 40 officers in financial analysis of public investment. The training has equipped them with the necessary skills to make informed decisions and effectively evaluate investment opportunities. The 2-week training (Jan 29–Feb 9) took place in Jinja, and covered topics such as financial modeling, risk assessment, and investment strategies. Speaking at the close of the training, Prof. Edward Bbaale, the principal investigator, said the students have gained valuable skills and knowledge that will enable them to confidently analyze and make informed decisions regarding investment opportunities. “The training has been a great success, and we believe it

will have a lasting impact on their future careers,” Prof. Bbaale said. He appreciated the faculty members who were drawn from Makerere University, the Ministry of Finance, Planning, and Economic Development, the National Planning Authority, and Cambridge Resources International for their valuable contributions and commitment to the program. Prof. Bbaale called on the trainees to be ambassadors of the PIM centre of Excellence. He emphasized the importance of spreading knowledge and promoting the program’s mission. He also encouraged them to actively engage with stakeholders and help build partnerships for the further success of the program.

## The Actuarial Mega Conference 2024: Unlocking the Future of Pensions & Insurance



As the Actuarial Mega Conference 2024 unfolds at Makerere University’s Yusuf Lule Central Teaching Facility, its impact resonates particularly powerfully among the students of actuarial science. Organized with precision by the Makerere Actuarial Society, this conference serves as a unique opportunity for students to gain valuable insights, connect with industry professionals, and deepen their

understanding of the evolving landscape of pensions and insurance in Uganda.

The conference provides a platform for students to engage directly with keynote speakers renowned for their expertise in actuarial science. These sessions offer students a firsthand glimpse into the real-world applications of their academic pursuits, bridging the gap between theory and practice.



## Mak equips over 400 refugees with entrepreneurship skills

Makerere University through the college of Business and Management Sciences has equipped over 400 refugees with entrepreneurial skills and awarded them certificates.

The six-month training has seen refugees from over 10 African countries benefit from a project spearheaded by Dr. Anthony Tibaingana.

Dr. Tibaingana said that he conceived the idea in 2019 following research about refugees in which he found that they are one of the vulnerable groups that need help improving their livelihoods.



"They were trained to generate business ideas, to develop the ideas and also market the ideas and transform them into real businesses," Dr. Tibangana said on January 20, 2024.



## CoBAMS Hosts Workshop to Review Parish Development Model

In a pivotal workshop held at Makerere University on November 12, stakeholders, researchers, and policymakers gathered to discuss the progress and emerging issues in the implementation of Uganda's Parish Development Model (PDM). This transformative model, conceptualized by Prof. Ezra Suruma, aims to tackle some of Uganda's most pressing socio-economic challenges: poverty, unemployment, and limited access to essential services, particularly in healthcare and agriculture.

Prof. Suruma, the architect of PDM, underscored the crucial role of researchers in creating wealth-empowering strategies for Ugandans. "The PDM is designed to eradicate poverty, promote economic inclusion, improve service delivery, and modernize agriculture," Prof. Suruma stated. He highlighted that the model not only provides a pathway for Uganda's rural households to participate in the economy but also aims to address the underlying issues that leave many citizens unable to afford basic needs.

The Vice Chancellor of Makerere University, Prof. Barnabas Nawangwe, commended Prof. Suruma's visionary leadership and the significant impact PDM is expected to have on communities across Uganda. "The PDM stands as one of the largest government interventions aimed at eradicating poverty and uplifting communities," he remarked. Prof. Nawangwe also emphasized Makerere University's commitment to supporting PDM through the PDM Lab hosted by the College of Business and Management Sciences (CoBAMS), which serves as a hub for real-time data analysis to guide the implementation of PDM activities across the country.

The PDM Lab at CoBAMS, led by Prof. Eria Hisali and funded by the United Nations Development Programme (UNDP), is instrumental in collecting, analyzing, and interpreting data that can shape PDM policies at the grassroots level. During the workshop, Dr. Suruma extended his appreciation to UNDP for their support and acknowledged the researchers for their efforts in generating valuable insights into the effectiveness of PDM.





## CoBAMS Hosts Inception Workshop on Land Market Research

The College of Business and Management Sciences on 30th October 2024 hosted a diverse gathering of government officials, policymakers, researchers, and other key stakeholders for the inception workshop of the “Land Market, Use Patterns, and Relations in Uganda” study. The event, held at Mestil Hotel in Kampala, was inaugurated by Honorable Minister of Lands, Housing, and Urban Development, Hon. Judith Nabakooba, alongside Prof. Edward Bbaale, who represented the Vice Chancellor of Makerere University.

In his remarks, Prof. Bbaale underscored land as a pillar of Uganda’s economy, essential to sectors such as agriculture, infrastructure, and housing. He highlighted the collaborative spirit of the workshop, where experts would engage in research-driven strategies to address Uganda’s complex land policies.

Prof. Eria Hisali, Principal Investigator for the study, discussed the critical issues arising from current land policies. Challenges such as limited tenure security have led to conflicts over land ownership, particularly in areas under customary tenure systems. He emphasized that “inadequate land registration creates uncertainty in ownership, making it difficult for landholders to confidently invest in long-term development.” Prof. Hisali further noted that restricted

access to secure land titles hinders many Ugandans from using land as collateral for business growth, ultimately limiting economic opportunities.

Hon. Nabakooba detailed the government’s initiatives to address land management challenges, including the establishment of 22 zonal offices and the rollout of an electronic Land Registry (the Land Information System) to enhance efficiency and security in land administration. While acknowledging progress, she stressed that major challenges remain, including historical land injustices, overlapping claims, and capacity constraints in land governance. Approximately 70% of Uganda’s land remains under customary tenure, which is often insecure. She emphasized that while 30% of Uganda’s land is titled, providing greater security and investment potential, the untitled majority poses risks to sustainable development and economic growth. The workshop aims to bridge these gaps, generating evidence-based insights to guide land policies that align with Uganda’s goals for economic growth, social equity, and environmental sustainability. This study aligns with the government’s commitment to improving land governance for sustainable development, supporting access to land for all citizens.



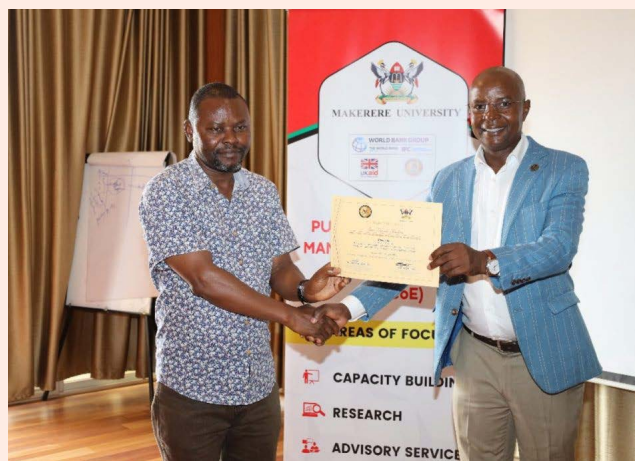
## Public Investment Management Centre of Excellence awards certificates to 30 Officials



The Public Investment Management Centre of Excellence at the College of Business and Management Sciences, has successfully concluded a five-day training workshop for public officers from various government agencies and universities.

The training, held in Jinja, was attended by 30 participants who received certificates of completion at a closing ceremony on July 5, 2024. The event was graced by the Principal of the College of Business and Management Sciences, Makerere University, who delivered closing remarks and awarded the certificates.

In his closing address, the Principal expressed deep gratitude and pride, thanking the Ministry of Finance, Planning, and Economic Development (MoFPED) for their generous financial support, which made the training possible. He highlighted the Ministry's crucial role in identifying and nominating participants from various government bodies, emphasizing the importance of professional development in improving public investment efficiency and effectiveness.





4.0

Research  
centers



# Research Centers

## Environment For Development (EFD-Mak Centre )

### HIGHLIGHTS OF THE MAJOR ACTIVITIES 2024

#### 1 POLICY ENGAGEMENTS

Over the course of the year, multiple policy dialogues were held, focusing on diverse topics such as promoting electric mobility, clean cooking, energy efficiency, and waste-to-energy solutions. A total of six significant policy dialogues were organized, including workshops on e-mobility, the energy transition in Hoima, the management of natural resources, and the lessons from Nepal on community forestry. These dialogues have facilitated important discussions between researchers, policymakers, and stakeholders to drive Uganda's sustainable development goals, aligned with its Vision 2040.

#### Dialogue on Promoting E-Mobility in Uganda



*Stakeholders from the transport sector in group photo at Kolping Hotel Kampala on 4th December 2024*

Over 30 stakeholders from Uganda's transport and energy sectors convened at Kolping Hotel, Kampala, to strategize on accelerating the adoption of electric mobility (e-mobility) as a means to reduce emissions and enhance energy efficiency. Themed "Energy Efficiency and Reduced Emissions in Uganda's Transport Sector," the workshop highlighted the environmental and economic benefits of transitioning to e-mobility, aligning with Uganda's Vision 2040 goal of sustainable modernization. Discussions focused on energy efficiency, the role of women in e-mobility, and

promoting electric motorcycles and buses. A report by Efd researchers revealed a surge in vehicle and motorcycle usage, with motorcycles exceeding one million by 2018, contributing to heightened urban air pollution. E-mobility initiatives, including over 400 electric motorcycles by companies like Zembo, GOGO, and Spiro, were recognized for their environmental benefits, despite challenges such as limited charging infrastructure and awareness.

## Participation in the 18th EfD Annual Meeting in Kenya



The 18th EfD Annual Meeting, held from October 3 to 6, 2024, in Nairobi, Kenya, brought together global researchers and policymakers to discuss contributions to environmental policy. Hosted by EfD Kenya at the University of Nairobi and organized by the EfD Global Hub at the University of Gothenburg, the event saw a delegation from Uganda led by EfD-Mak Center Director, Edward Bbaale. The team included researchers like Peter Babyenda, Susan Kavuma, and others from various sectors, including government representatives. Five significant research papers were presented, addressing issues such as the gender costs of biomass dependency in Uganda

(Dr. Susan Kavuma), the impact of climate change on agricultural trade in Sub-Saharan Africa (Dr. Florence Lwiza Nsereko), and solutions for plastic pollution through deposit refund systems (Dr. John Sseruyange). Other notable presentations included Dr. Peter Babyenda's work on reforestation's role in reducing energy poverty in Uganda and Dr. Nicholas Kilimani's analysis of solar-powered irrigation systems' viability. Additionally, Mr. Gyaviira Ssewankambo and other EfD Network staff participated in capacity-building workshops on essential administrative skills, organized by UGOT.

### EfD Uganda Team Recognized for Policy Impact



**EfD-Uganda's Certificate of Excellence award during the 18th Annual General Meeting in Nairobi Kenya**

The EfD Uganda team, led by Centre Director Edward Bbaale, was awarded runners-up for the EfD Policy Impact Award 2024 at the 18th EfD Annual Meeting held from October 3 to 6, 2024, at the Argyle Grand Hotel in Nairobi, Kenya. Their study, *Policy Options for Clean Cooking and Reduced Biomass Dependency*, earned a Certificate of Excellence for its insights into promoting an inclusive clean energy transition in Uganda. The research, conducted by Bbaale and his team—Peter Babyenda, John Sseruyange, and Nick Kilimani—highlighted barriers to adopting cleaner energy solutions, such as fear of electricity and liquid petroleum gas, weak public awareness, and regulatory gaps. Bbaale emphasized the importance of addressing these challenges through stronger regulations and public education to accelerate Uganda's energy transition. He also underscored the value of the AGM in fostering collaboration within the EfD network and encouraged mobilization of research fellows to enhance productivity and impact.





## Environmental and Research Assessment of Uganda's Oil Sector



Researchers at the first oil well at Kasemene site one.

A team of environmental economists from Makerere University's EfD-Mak center conducted a visit to Uganda's Albertine oil fields from July 17-20, 2024. The visit aimed to evaluate ongoing oil and gas operations, identify research opportunities, and foster collaborations to support sustainable environmental management and socio-economic development. Key locations visited included the Uganda Petroleum Authority office in Hoima, oil wells at Kingfisher and Tilenga Industrial Park, the Central Processing Facility, Kasemene Site 1, Luwero Industries Ltd Oil Waste Treatment Plant, and Kabalega International Airport. This initiative sought to bridge academic research with practical applications, emphasizing areas such as environmental impact assessments, waste management, biodiversity conservation, and community engagement.

## AGM and Policy Dialogue on Energy Efficiency in Hoima



The center hosted its inaugural Annual General Meeting and policy dialogue on July 18, 2024, in Hoima under the theme **Energy Efficiency and Reduced**

**Emissions in Uganda: Facts and Prospects.** The event attracted over 60 stakeholders from local government, academia, private sector, and civil society, who called for improved access to clean energy such as electricity and LPG to facilitate Uganda's green growth strategy. Hoima was selected due to its energy developments. Discussions centered on barriers to clean energy adoption, such as affordability, public misconceptions, and weak enforcement mechanisms, with participants proposing public sensitization, policy reforms, and subsidies for clean energy technologies. Hoima District Vice Chairperson, Hellen Namulumba, underscored the health risks of indoor pollution and urged government intervention to extend power access, reduce costs, and support small-scale innovators in clean energy solutions.



## Research findings presented to Parliament



*EfD team in the meeting with members of parliament.*

On May 3rd, 2024, EfD Uganda researchers presented their findings to the Ugandan Parliament, highlighting the country's heavy reliance on biomass, particularly charcoal, as the primary energy source, especially in low-income urban areas like Kampala. Led by Edward Bbaale, Peter Babyenda, John Sseruyange, and Nick Kilimani, the study emphasized the challenges hindering the transition to cleaner energy, including high costs, limited awareness, and regulatory gaps. Bbaale underscored the environmental and public health consequences of biomass dependency, particularly its impact on forest cover and the health of women and children. Despite ambitious plans like



*EfD team and members of parliament in a group photo.*

Vision 2040, the transition to clean energy has been slow. Bbaale proposed recommendations such as infrastructure improvements, financial incentives, and public awareness campaigns, urging parliamentarians to support subsidy programs and private sector investments. Dr. Emmanuel Otala, Chairperson of the Parliamentary Committee on Environment and Natural Resources, praised the research and committed to using its insights for policy development, while MPs like Christine Kaaya Nakimwero stressed the importance of aligning policies with cultural realities and addressing issues like emissions accountability and affordability.

## Academia and policymakers identify research and data gaps in the management of natural resources in Uganda



*Participants in a group photo after the opening session*

In March 2024, a workshop held at Esella Country Hotel brought together environmental economists, Makerere University graduate students, and

government officials to identify research and data gaps in Uganda's natural resource management. Key discussions focused on improving environmental protection and service delivery through policy research. Local government representatives, including Rebecca Ssabaganzi from Wakiso District, highlighted the need for a sustainable resource-use mindset, while Ronald Kaggwa from the National Planning Authority discussed gaps in enforcement and economic incentives. Academics like Prof. Edward Bbaale emphasized aligning research with Uganda's National Development Plans, particularly in renewable energy. Critical research areas identified included climate financing, low-carbon transitions, and cost-benefit analyses for energy shifts. The workshop also called for stronger collaboration between academia, government, and development partners to address capacity gaps and promote multidisciplinary research for better policy outcomes in environmental management.



## Learnings from Nepal presented to Government

In February 2024, a team from EfD Uganda presented lessons from a 2023 study tour to Nepal to the Ministry of Water and Environment, aiming to share insights on Nepal's successful participatory forest management (PFM) model. This model has helped Nepal increase its forest cover from 29% in 1992 to 45% today through community-based forestry. The Ugandan government has set an ambitious goal to raise its forest cover from 9% to 24% by 2040. During the presentation, EfD Uganda shared key findings, emphasizing Nepal's legal framework for Community Forest User Groups (CFUGs), which manage over 2 million hectares of forest and have contributed to environmental and economic benefits such as job creation and forest product value addition. The Ugandan team learned that Nepal's success is rooted in strong community involvement, particularly through women and marginalized groups, and the establishment of a national federation (FECOFUN) for advocacy. Key lessons for Uganda included the importance of legal backing for community organizations, integrating local government in forestry



*Peter Babyenda presenting the study tour findings at ministry's headquarters in Luzira. Below Prof. Bbaale making his remarks in the ministry boardroom.*

projects, and ensuring equitable benefit-sharing. The workshop, attended by over 30 officials from various forestry agencies, highlighted the potential of community forestry in addressing Uganda's forest challenges and environmental concerns.





## Dialogue with MUBS on Harnessing Waste for Biogas and Fertilizers



*Participants pose for a group photo after the policy dialogue.*

In January 2024, a policy dialogue organized by the EfD-Mak Center and MUBS' NORHED II-funded Energy Resource Centre focused on leveraging human resource capacity to address energy transitions and promote green financing in Uganda. The engagement aimed to explore sustainable solutions for urbanization challenges, such as converting human and organic waste into biogas for energy production and fertilizers for agriculture. Discussions emphasized the potential of waste-to-energy technologies like biogas and briquettes made from human waste as sustainable alternatives to traditional fuels. The session also highlighted the need for green financing to support Uganda's clean energy transition, with the goal of driving innovation to reduce emissions and promote sustainable development despite fiscal constraints.

## 2

### SEMINAR SERIES/CAPACITY BUILDING EFFORTS

EfD Uganda has been actively building capacity among researchers, policymakers, and graduate students to bridge the gap between environmental research and practical solutions for sustainable development. Through a series of workshops and training sessions, the Centre has focused on equipping participants with essential skills in impactful research, science communication, and policy engagement.

### Researchers and graduate students trained on impactful research and communicating to policymakers and the public



*Participants in a group photo after the training*

Over 30 researchers and graduate students participated in training organized by the EfD Mak Centre on October 15, 2024, focusing on research co-creation, science communication, and policy engagement. The training aimed to bridge the gap between academic research and its real-world impact, particularly in environmental economics and natural resources management. Emphasizing the importance



*Edward Bbaale delivering his opening remarks.*

of research that benefits communities, the session encouraged participants to produce high-quality work and communicate their findings effectively to policymakers and the public. The training also addressed gaps in writing skills and highlighted the role of co-creation and advanced research methodologies in influencing policy and driving actionable change.



## Third Cohort of IGE Fellows Graduate



**Swedish Ambassador Maria Hakansson (4th) poses for a group photo with the center Director Edward Bbaale(3rd) and graduands.**



**Energy Minister Okaasai Opolot (3rd) and Barnabas Nawangwe (5th) in a group photo with the graduands.**

The centre celebrated the graduation of its third cohort from the Inclusive Green Economy (IGE) Capacity Building Program on August 7, 2024, at the Sheraton Hotel in Kampala. The program, funded by Sida, aims to equip policymakers with tools for driving a just green transition in Eastern Africa. Six fellows were recognized for their work on promoting clean cooking solutions in rural Uganda, focusing on reducing biomass reliance and encouraging the use of LPG, electricity, and biogas. The ceremony featured key speakers, including the Minister of Energy, the Swedish Ambassador, and Makerere University's Vice Chancellor. The program also made significant contributions to Uganda's National Climate Finance Strategy and climate change integration into the financial sector. Looking ahead, the program will continue until 2027, with a focus on energy efficiency and emissions reduction, particularly in the transport sector.



**Center Director Edward Bbaale , Amb. Maria Hakansson and IGE engagement specialist Peter Babyenda during the function.**

### Visting Researcher from Justus Liebig University Giessen, Germany Hosted

The Centre hosted Dr. Aliya Assubayeva, a Visiting Researcher from the Centre for International Development and Environmental Research (ZEU) at Justus Liebig University Giessen, Germany. Dr. Assubayeva presented on "Interdependencies in the 2030 Agenda: Exploring Water-Related SDG Synergies and Trade-offs." The presentation was attended by over 25 graduate students and researchers, highlighting the complexities and connections between water-related Sustainable Development Goals (SDGs) and the trade-offs that may arise in achieving them.

## IGE Alumni Evaluation



**A group of support team and IGE Alumni fellows take a group Photo at Glory Summit Hotel on Friday 25<sup>th</sup> October 2025.**

On the evening of 25th October 2024, IGE fellows and their support team, both in-person and virtually, gathered to review the progress of the Inclusive Green Economy (IGE) Capacity Building Program for Senior Civil Servants, which has been running since 2021. The program has trained around 25 senior public servants, equipping them with the skills to create policies supporting a green economy. Fellows have

engaged with peers from Ethiopia, Kenya, Tanzania, and Rwanda, with media outlets such as New Vision, Bukedde, and UBC documenting their activities. They shared how they have adopted practices like using LPG for cooking, promoting green energy at work and on their farms, and setting up biogas demonstration centers. Additionally, they lobbied for the inclusion of IGE proposals in Uganda's National Development Plan IV, with a focus on renewable energy in rural areas. Alumni in the finance sector have advocated for climate financing, while media participants have enhanced their understanding of environmental issues. Many organizations are now integrating IGE principles into their strategies and participating in green campaigns. Fellows stay connected via a national IGE Alumni WhatsApp group and regional meetings, with plans for a regional alumni event to foster collaboration. Engagement with EfD researchers has also increased, with fellows collaborating on research and consulting projects. The program coordinator, Dr. Peter Babyenda, praised the fellows for applying their knowledge to the National Development Plan IV, emphasizing the significance of an inclusive green economy.

## IGE Program since 2021

Cohort	Theme	Participating Institutions	Participants
2021	Forestry Urbanization Energy Fossil fuels Plastic Pollution	MoFPED MWE NPA NEMA	03 01 02 01
2022	Forest loss Fossil fuels Plastic Pollution	MoFPED MWE NPA NEMA KCCA	01 01 02 01 02
2023	Biomass dependence transition	MoFPED MWE NPA	02 02 02
2024	Energy efficiency	MoFPED MWE NPA NEMA KCCA	01 01 01 01 01



## Early Career Researchers Graduate, Receive Diplomas

Dr. John Sseruyange and Dr. Florence Lwiza received EfD diplomas after graduating from the highly regarded EfD Young Professionals Program. Both were nominated by the EfD-Mak Director to participate in this capacity-building program. This achievement celebrates their remarkable progress through a transformative program that nurtures emerging leaders in environmental research and policy. Their success is a testament to their hard work, dedication, and the bright future they hold as they continue to contribute meaningfully to the field.

## EfD Uganda's IGE Fellows of 2024 enrolled



*IGE Fellows, cohort of 2024-2025 with Edward Bbaale (c)*

The 2024-25 cohort of Inclusive Green Economy (IGE) Fellows under the EfD Uganda program was officially enrolled at Makerere University on May 15, 2024, for a yearlong capacity-building initiative focused on energy efficiency. Sponsored by Sida and facilitated by the EfD Global Hub at the University of Gothenburg, the program combines virtual and physical classes, with an October trip to Nairobi for experience-sharing with peers from Kenya, Tanzania, Ethiopia, and Rwanda. The centre Director emphasized the importance of energy efficiency in Uganda's green economy, urging fellows to address energy subsidies, ensure the quality of energy-efficient cooking devices, and contribute to greening Uganda's National Development Plan IV. The program aims to bridge research and policy, foster collaboration, and create a network of alumni dedicated to advancing green economy initiatives.

## Network and Secretariat for IGE Established



*IGE fellows in a group photo after the meeting at Inyamat village*

The EfD Uganda program has established a network and secretariat to advance the Inclusive Green Economy (IGE) initiative, fostering capacity and policy dialogue on green growth. Since 2020, over 20 senior public servants have been trained, with the 2024 cohort recently enrolled. During an alumni meeting held on February 23, 2024, in Kampala, participants resolved to form a secretariat to implement network resolutions, organize policy engagement activities, and promote green growth strategies. Hosted at Makerere University and funded by Sida, the secretariat will also facilitate regional collaboration with East African counterparts. The initiative supports greening strategies, such as electricity motorcycle charging systems and LPG distribution projects, while ensuring the integration of green policies into Uganda's forthcoming National Development Plan IV.

## Researchers and graduate students skilled in science communication.



*Dr. Aisha Nanyiti and Peter Babyenda presenting*

The Center organized a seminar on February 7, 2024, to enhance science communication skills among research fellows and graduate students pursuing environmental-related courses at Makerere University. The training focused on equipping participants with tools to effectively communicate research findings to non-scientific audiences, emphasizing their potential to influence policy. Participants learned to craft impact stories, policy briefs, press releases, and prepare for media interviews, alongside guidance on professional social media engagement and the use of AI tools like ChatGPT. The seminar aimed to bridge the gap between academic research and societal impact through improved communication strategies.

## Stakeholder Co-creation Workshop Explores Clean Energy Solutions for Smallholder Farmers



*Participants in a group photo with the Director (C) after the closing*

On April 25, 2024, the centre hosted a stakeholder co-creation workshop aimed at developing a Micro, Small, and Medium Enterprise (MSME)-led model to support smallholder farmers in transitioning to low-carbon agricultural technologies. The workshop brought together representatives from academia, government ministries, civil society, and the private sector to discuss barriers and opportunities for renewable energy use in agriculture. Discussions highlighted the importance of MSMEs in promoting

access to modern ag-tech solutions such as solar-powered irrigation systems and low-carbon storage equipment. Participants shared experiences with renewable technologies and explored strategies like carbon credits, government-supported financing, and sensitization programs to increase adoption. The workshop emphasized collaboration among stakeholders to align the project with existing national initiatives and policies for sustainable agriculture and environmental conservation.



### 3 RESEARCH, PROJECTS AND OUTPUT

EfD-Mak Centre continues to advance impactful research, addressing climate-related risks in agriculture, energy transitions, and sustainable practices across various sectors.

#### Climate Risks and Adaptation in Cage Fish Farming: Vietnam and Uganda



**Fish Farming in Uganda. Picture by Mohsen Taha. Wikimedia Commons.**

Researchers from EfD Vietnam and Uganda are conducting a study on how fish farmers in both countries perceive and adapt to climate-related risks, which are critical challenges in fish farming. The research, titled

“Climate-related Risks and Sustainable Cage Fish Farming in Vietnam and Uganda,” will examine the impact of climate change on fish survival, growth, and production, particularly through rising temperatures, ocean acidification, diseases, harmful algal blooms, and changes in rainfall. While aquaculture (cage fish farming) is a promising economic activity, it faces challenges such as high production costs, diseases, strict quality regulations, and climate risks. The study will involve surveys, interviews, and experiments to analyze the factors affecting farmers’ perceptions and adaptations, using econometric models and data from farm characteristics, demographic factors, and risk preferences. The results aim to provide valuable insights for policy-making, offering recommendations to local authorities for supporting farmers in adapting to climate risks, improving their livelihoods, and enhancing the sustainability of aquaculture. The study, which involves multiple stakeholders, will last for two years, with results expected by late 2025 or early 2026.

#### GRANTS WON

EfD Sida Research Grants				
S/N	Grantee	Research Grant Study Title	Year	Funding source
1	Dr. Nicholas Kilimani	Unmasking the Mystery of Electrification Benefits in Uganda	2020	SIDA
2	Dr. Alex Tatwangire	Changing Land Access and Impact on Rural Household Welfare in Uganda: Implications for Emerging Land Acquisitions for Large-scale Investments in Agriculture and Oil Exploration.	2020	SIDA
3	Dr. Aisha Nanyiti	A Randomised Control Trial (RCT) on the Adoption of Liquefied Petroleum Gas (LPG) Cooking Technology among Fast Food (Chapati) Vendors in Uganda.	2021	SIDA
4	Prof. Fred Matovu	Gender Differences in COVID-19 effects on food security and adaptive strategies among the urban poor: Experiences from Uganda and Tanzania	2021	SIDA
5	Dr. Patrick Byakagaba	Quasi-Experimental Analysis of National Forestry Authority Afforestation Projects in Uganda	2022	SIDA
6	Prof. Edward Bbaale	Improving Bill Payments for Water and Sanitation in Uganda	2022	SIDA
7	Dr. Nicholas Kilimani	Solar-powered irrigation systems and resilience to climate change: A viability analysis	2023	SIDA
8	Dr. Florence Lwiza	Empowering Households for Clean Energy: The Impact of Women Empowerment on usage of cleaner fuels in selected countries of Sub-Saharan Africa	2024	SIDA
9	Dr. Aisha Nanyiti	Climate-related Risks and Sustainable Cage Fish Farming in Vietnam and Uganda	2024	SIDA
10	Dr. Paul Aseete	Assessing the adoption of practices for the reduction of greenhouse gas emissions amongst pastoral and agro-pastoral communities of Uganda	2024	SIDA
11	Dr. Aisha Nanyiti	Electric cooking in the energy transition: How much subsidization is needed?	2024	SIDA



5.0

Public Investment  
Management  
Centre of  
Excellence



# Public Investment Management Centre of Excellence



## Background

The Public Investment Management Centre of Excellence (PIM CoE) at Makerere University School of Economics (SoE) was established to answer the capacity gaps identified in the Public Investment Management Systems (PIMS) in Uganda. After the World Bank grant in March 2022, the Centre has since then been funded by the Government of Uganda to continue its work of improving Public Investment Management in the country.

The PIM CoE has four focus areas in building PIM capacity sustainably in Uganda and they include: Conducting Capacity Building, Outreach and Advisory Services, conducting PIM related Research Studies and Institutional Development into a credible Centre for PIM Capacity Building in the region.



## Vision

A regional solution to contemporary Public Investment Management Capacity Concerns.



## Mission

Improving Public Investment Management through Sustainable Capacity Building, Research and Advisory services



## Goal

To develop the capacity of the PIM CoE into a credible and Sustainable Regional Institution of PIM Capacity Building



## Objectives of the Centre

- The Strategic objectives of the Centre of Excellence are:
- To build capacity of government staff in PIM
- To undertake PIM related research and studies
- To provide Advisory services to government in order to inform decision making
- To develop the PIM CoE as a credible capacity building institution in the country

## Areas of Focus

### Capacity Building

The Makerere University Public Investment Management (PIM) Centre of Excellence is dedicated to advancing capacity building and expertise in Public Investment Management. Through specialized training programs, the Centre equips policymakers, planners, and project managers with the essential tools to optimize public resources for sustainable development.

The courses include

- Essentials of Public Investment Management
- Program on Investment Appraisal and Risk Analysis (PIAR)
- Financial and Risk Analysis (2 Weeks)
- Economic and Stakeholder Analysis (2 Weeks)

## Research

The Centre undertakes research and studies on Public Investments and government projects in Uganda by working on feasibility studies, studies on efficiency and effectiveness of PIM in the country and impact evaluation studies on livelihoods and general economic and social transformation.

## Advisory Services, Consultancy and Outreach

The PIM CoE provides advisory and consultancy services to MDAs, Private sector and Civil Society Organizations in PIM related areas. The Centre has recently reviewed and developed the Revised Development Committee Guidelines among others.

## Activities for the year

### Capacity Building

### Financial Appraisal and Risk Analysis of Projects Training



**Participants and Trainers of PIAR I Training Pose for a Photo**

The Public Investment Management Centre of Excellence (PIM CoE) hosted a two-week residential training session on the first module of the Program on Investment Appraisal and Risk Analysis (PIAR). This module focused on Financial Appraisal and Risk Analysis of Public Investments. The module was held at Source of the Nile Hotel in Jinja from September 23rd to October 4th 2024.

The training was conducted with the aim of strengthening the capacity of government officials from various Ministries, Departments, Agencies (MDAs), Academia, and Civil Society Organizations (CSOs) in assessing the financial feasibility of projects according to the banker and project owners' point of view and evaluating how market distortions might affect project performance. The program was conducted by faculty from Cambridge Resources



International (CRI) at Queen's University Canada, Makerere University School of Economics (Mak SoE), Public Investment Management Center of Excellence (PIM CoE), the Ministry of Finance, Planning, and Economic Development (MoFPED), and the National Planning Authority (NPA).

A diverse group of 31 participants from MDAs, academia, and CSOs attended, representing institutions such as MoFPED, National Planning Authority (NPA), Kabale University, Muni University, Makerere University School of Economics (Mak SoE), National Tourism Board (UTB), Pembroke Consultancy, Mountains of the Moon University, UFZA, ODPP, DGAL, EOC, MICT&NG, UAC, Ministry of Education and Sports (MES) and Uganda Prisons.





## Training on Economic and Stakeholder Analysis

The Public Investment Management (PIM) Centre of Excellence organised a PIAR II training that took place between 25th November to 6th December 2024.

The training was officially opened by Dr. Henner Ssebukeera, representing the Permanent Secretary/ Secretary to the Treasury (PSST) of the Ministry of Finance, Planning, and Economic Development (MoFPED). In his remarks, Dr. Ssebukeera acknowledged the collaborative efforts between MoFPED, Makerere University, and Cambridge Resources International (CRI), highlighting the program's significance in equipping participants with expertise in evaluating the economic impacts of public projects. "This is a life changing opportunity for all of you attending this training," Dr. Ssebukeera, the Technical Adviser Budget, said.

A Platform for Excellence Prof. Edward Bbaale, Director of the PIM Centre of Excellence and Principal of CoBAMS, expressed his gratitude to MoFPED for its financial support, which has been instrumental in sustaining the Centre's initiatives. He also commended the participants for their resilience and commitment, as many were returning for their second phase of training following the completion of financial and risk analysis modules earlier this year.

This advanced course blends theoretical frameworks with practical applications, enabling participants to



appraise projects in critical sectors like roads, energy, water, and electricity from the perspective of the government budget and the economy, said Prof. Bbaale.

A Collaborative Effort: The program featured a robust partnership with Cambridge Resources International, National Planning Authority and Queen's University in Canada, whose faculty members have played a pivotal role in shaping Uganda's public investment landscape. CRI's Executive Director, Dr. Mikhail, personally facilitated sessions on microeconomics, economic opportunity costs, and stakeholder analysis.

Makerere University's Vice Chancellor and faculty were also lauded for their unwavering support in ensuring the Centre's success, which extends beyond training to research and advisory roles for the government. The Centre recently revised the Development Committee guidelines for MoFPED and assessed project performance under Uganda's National Development Plans.

After the training, participants received a prestigious tripartite certificate from Makerere University, MoFPED, and Queen's University. Prof. Bbaale urged the participants to embrace their role as ambassadors of Integrated Investment Appraisal, applying their skills to improve resource allocation and fiscal responsibility in their respective MDAs.

With a mission to enhance public investment management practices, the Centre continues to build a legacy of excellence, contributing significantly to Uganda's socio-economic development.





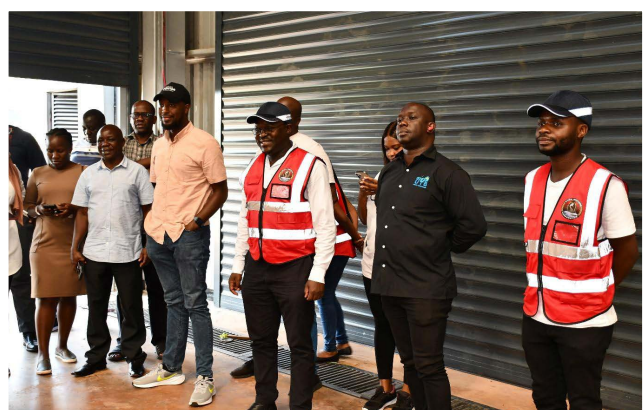
## Field Visit to Kiira Motors Corporation

On the Thursday 5th December 2024, the trainees and trainers of the PIAR II visited Kiira Motors Corporation (KMC) industrial plant which is a pioneering vehicle manufacturing company in Uganda, focusing on sustainable and eco-friendly automotive solutions. Established in 2014, KMC is a state-owned enterprise aimed at industrializing Uganda's economy, in line with the country's Vision 2040 strategy. The company has gained recognition for its innovations in electric mobility, including the production of electric and hybrid vehicles.

The Kiira Vehicle Plant, located in Jinja, is the largest vehicle manufacturing facility in East Africa. It has targeted capacity of 2,500 vehicles per year, scalable to 5,000, and employs over 200 people directly, with a plan to generate over 14,000 jobs across the automotive value chain.

The company produces the Kayoola EVS series of buses, these are available in various sizes from 6 meters to 18 meters and passenger capacities of about 20 to 120 passengers. These buses are designed to meet urban and inter-city transportation needs with eco-friendly features like zero emissions and ranges of up to 200 kilometres per charge.

KMC has played a central role in Uganda's National E-Mobility Strategy by deploying fast-charging infrastructure of 60kW to 360kW chargers and training 145 electric vehicle drivers and other operators. The company promotes sustainable urban transport, contributing to environmental goals like reducing carbon emissions. Furthermore, the KMC has begun exploring regional markets, including Tanzania and other East African Community countries, aiming to position Uganda as a leader in eco-friendly vehicle manufacturing.



## Historical Milestones:

The initiative began in 2009 with a vehicle design project at Makerere University.

Uganda's first electric vehicle, the Kiira EV, was launched in 2011.

The foundation stone for the manufacturing plant was laid in 2021, with production starting in 2024

The Visit to Kiira Motors Vehicle plant equipped participants with the realities of a government investment project. Kiira Motors represents Uganda's ambition to become a leader in green technology and industrialization, enhancing economic growth and job creation while addressing environmental challenges.



## Participants Feedback



**Lindsay M. Mutende (NPA)**

A Journey of Insights: Participants Reflect on Training and Kiira Motors Field Visit

The recent training on project appraisal and financial evaluation proved to be a transformative experience for the participants. Coupled with a field study at Kiira Motors, the program offered an unparalleled opportunity to bridge theoretical concepts with real-world applications. Here are reflections from three participants—Lindsay Mutende from the National Planning Authority (NPA), Wofakale Misaki from the Ministry of Finance, Planning and Economic Development (MoFPED), and Timothy Kasozi, also from MoFPED.

Lindsay was captivated by the training's focus on the economic and financial appraisal of projects. "The lessons on evaluating project viability from multiple stakeholder perspectives—bankers, debtors, owners, and more—were particularly engaging," she shared. She also highlighted the impact of foreign exchange on project appraisals, a crucial aspect in global markets.

The relevance of the training to her role was evident, particularly in project evaluation and financial decision-making. "Understanding risks and opportunities from diverse perspectives has refined my approach," Lindsay noted. She expressed a desire for future workshops to delve deeper into risk management and the long-term sustainability of projects, particularly in emerging markets.

Reflecting on the visit to Kiira Motors, Lindsay described it as "highly impactful." Witnessing the assembly and painting processes of electric vehicles offered an appreciation for the complexities of manufacturing. "Kiira Motors exemplifies innovation and sustainable growth," she remarked, emphasizing its national significance in job creation and green technologies.

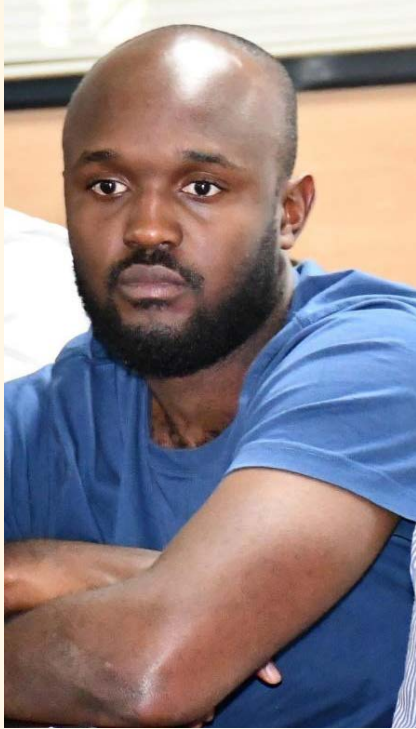


**Wofakale Misaki (MoFPED)**

For Wofakale, the financial module's cash flow analysis and net present value (NPV) calculations stood out. The socio-economic impact assessment in the economic module added a valuable dimension to understanding project viability. While he appreciated the comprehensive structure of the training, he suggested allocating additional time for practical exercises.

The training was directly relevant to his role in evaluating public investment proposals. "The skills I gained have strengthened my ability to align projects with national development goals," he explained. Wofakale recommended future workshops explore advanced tools for project monitoring and strategies for integrating environmental sustainability.

The field study at Kiira Motors was an eye-opener for him. "I gained insights into vehicle assembly processes, local innovations, and the broader strategic importance of electric vehicle production for Uganda's industrial growth," he said. He emphasized that such visits connect classroom knowledge to tangible impacts on national development.



**Timothy Kasozi (MoFPED)**

Timothy found the lab sessions to be particularly engaging, describing them as practical and insightful. He appreciated how the trip to Kiira Motors contextualized the training material. "It helped improve my analytical skills in assessing project viability," he said.

Timothy was optimistic about the progress showcased at Kiira Motors. Observing the electric vehicle production processes reinforced his belief in the project's potential to generate revenue and create employment opportunities for Uganda. He recommended incorporating more case studies from other countries to provide practical, live scenarios for financial and economic analyses.

### Collective Reflections

The participants unanimously praised the training for its comprehensive and practical approach to project appraisal. The field study at Kiira Motors was a highlight, serving as a vivid example of how innovative projects can contribute to national growth. From lessons on foreign exchange impacts to the importance of cash flow analysis, the program equipped participants with skills directly applicable to their roles.

As they look forward to future workshops, they hope for deeper dives into risk management, sustainability, and real-world case studies. Their collective feedback underscores the transformative potential of combining robust training with hands-on experiences, setting a solid foundation for effective public investment management.

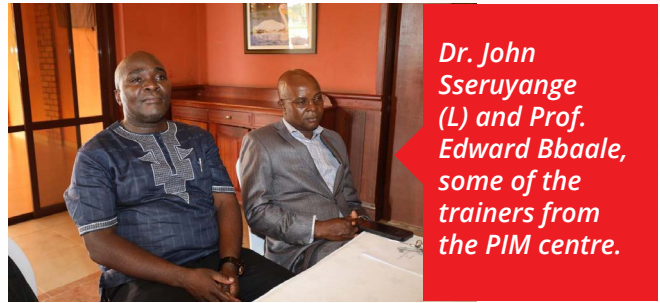
## PIM Centre of Excellence Conducts CFI Training

The Public Investment Management Centre of Excellence (PIM CoE), together with the Infrastructure and Social Services Department of MoFPED organised a capacity-building program focused on the Guidelines for Clearance of Financial Implications, a critical process mandated by Section 76 of the Public Finance Management Act (PFMA), 2015.

Under the PFMA, every bill presented to Parliament must include a Certificate of Financial Implications (CFI) issued by the Ministry of Finance, Planning and Economic Development (MoFPED). The preparation of the Statement of Financial Implications (SFI), which forms the basis for the CFI, is the responsibility of Ministries, Departments, and Agencies (MDAs). This statement provides detailed revenue and expenditure estimates and projected savings over a minimum of two years' post-enactment.







## Empowering MDAs with Essential Skills

The training sessions, began on 4th till 22nd November 2024 where over 6 cohorts covering over 360 officials from various MDAs were equipped with the skills required to prepare robust SFIs. The trainings covered topics on the Overview of the Certificate of Financial Implications Guidelines, Statement of Financial Implication, Integrated Regulatory Cost Benefit Analysis, Approaches to Stakeholder Mapping and Analysis, Risk Analysis and M&E for Legal and Policy Proposals

## A Step Toward Transparent and Accountable Governance

At the close of the first cohort's training, Mr. Paul Patrick Mwanja, Commissioner for Infrastructure & Social Services at MoFPED who represented the PS/ST, emphasized the importance of aligning policy decisions with national priorities. He noted that the ministry's renewed guidelines were informed by a comprehensive survey that identified key gaps in existing policy evaluation processes. "The new guidelines address these gaps by introducing regulatory cost-benefit analysis, and enhancing capacity in financial, economic, risk, and stakeholder analysis," Mr. Mwanja explained.

Mr. Mwanja also urged the trainees to apply their new skills to drive positive transformation within their respective MDAs. "This commitment to capacity building is essential to not only improve policy processes but also to deliver policies that are equitable, effective, and attuned to the needs of all Ugandans," he said, stressing the need for continuous professional development in the public sector.

In his closing remarks, Mr. Mwanja extended his gratitude to the PIM Centre of Excellence for its role in delivering this valuable training, which he described as a cornerstone in advancing Uganda's policy-making capacity

"As Uganda continues to strengthen its public financial management systems, initiatives like this training program play a crucial role in developing the analytical expertise of public officers. With a more rigorous

approach to assessing financial implications, Uganda's government aims to foster transparent, efficient, and responsive governance that meets the evolving needs of its citizens," He concluded.

## Participant's Feedback

Participants expressed their enthusiasm and gratitude for the training. Mr. Davis Kwizera from the National Animal Genetic Resources Centre and Data Bank (NAGRC&DB) shared his positive experience, stating: "This training has offered a wealth of knowledge and an in-depth understanding of policy processes. It will significantly enhance our ability to prepare relevant policy documents. If you've taken the courses on Financial and Risk Analysis as well as Investment Appraisal and Risk Analysis, this program completes the package."

Mr. Avu Elly Biliku, Assistant Commissioner at the Ministry of Works and Transport, praised the training, noting that it had increased his confidence in conducting financial implications analysis for policies and bills. "I now feel more confident in undertaking Clearances for Financial Implications (CFIs) for all the bills and policies under my review," Mr. Biliku stated. He also recommended that more public officers receive similar training to enhance the analytical capacities across MDAs.

Ms. Eunice Namara, an economist at MoFPED, highlighted that the program had significantly boosted her ability to thoroughly evaluate policies and bills. "I am now equipped to prepare detailed bills and policies with all necessary attachments, including the Statement of Financial Implications," Ms. Namara said, underscoring how the training strengthened her capacity to contribute to evidence-based policy review and formulation.

The new guidelines for the clearance of financial implications will officially take effect in July 2025. PIM CoE remains committed to building the capacity of public officers to ensure that Uganda's legislative and policy frameworks are underpinned by sound financial and risk analyses, fostering a culture of accountability and sustainable development.

## Research output

### Policy Briefs

The Makerere University Public Investment Management (PIM) Centre of Excellence has been at the forefront of conducting impactful research to inform evidence-based policy and practice in public investment management. With a focus on optimizing public resources and aligning investments with national development goals, the Centre has undertaken comprehensive studies that address critical areas in Uganda's public sector.

Among these efforts, the Centre assessed the performance of the **Integrated Bank of Projects (IBP)**, a pivotal tool in streamlining the identification, appraisal, and prioritization of public investment projects. Additionally, the evaluation of **National Development Plan (NDP) Core Projects**—with a case study of the Isimba Hydro Power Project—offered insights into the effectiveness, challenges, and lessons learned in implementing strategic projects aimed at fostering sustainable development.

These studies culminated in policy briefs that provide actionable recommendations to enhance the functionality of the IBP and ensure the successful execution of national development initiatives. Through this research, the PIM Centre reaffirms its commitment to driving innovation and excellence in public investment management for Uganda's socio-economic transformation.

### Topic: Assessing the Performance of the Integrated Bank of Projects

*By Ibrahim Mike Okumu, Winnie Nabiddo, Gertrude Aeron Basiima, Esther Ayebare, and Edward Edwin Sentumbwe*

In 2018 the Government of Uganda (GoU) embarked on the development of the Integrated Bank of Projects (IBP) which became operational in 2019. This was aimed at having in place a Public Investment Management System (PIMS) that facilitates the storage of all information about public projects across their life cycle. Precisely the IBP was expected to result in the provision of a dynamic information management process for public investments; linking and improving institutional coordination during project implementation, and enhancing decision-making in PIM.

The IBP was developed in two phases. The first phase enables the Ministries, Departments, and Agencies (MDAs) to use the IBP to track their projects from project concept, profile, pre-feasibility, feasibility study, and pipeline. With the respective stakeholders being informed of what ought to be done to transition to the next stage. The second phase which comprises project Implementation and Monitoring & Evaluation

(M&E) was flagged off in March 2023 implying that the IBP now covers the entire project cycle. To the extent that, MDAs are now using the system to track projects from start to closure.

Even then, the purpose of this study was to evaluate the first phase of the IBP across project preparation and pre-investment. This involved a review of the IBP documentation, survey data collection from IBP users, and Focus Group Discussions (FGDs) with various stakeholders across the IBP value chain. Consequently, the analysis was based on qualitative exploration of survey data complemented with the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria. Note that FGDs were used to enhance our understanding of the implications of the findings from the survey data.

*We found that IBP has to a greater extent delivered on the set objectives as seen below:*

**Comprehensive Information Management:** The IBP serves as a central repository for project information, covering various stages from concept to closure. Currently, it hosts data on 553 concepts, 156 profiles, 103 pre-feasibility studies, 44 feasibility studies, and 6 projects, demonstrating its effectiveness as an information management system.

**Facilitated Decision-Making:** Through various reports and a workflow management system, the IBP enables informed decision-making within the Public Investment Management (PIM) framework. Reports on project pipelines, fiscal load, and project ranking provide valuable insights for policymakers.

**Enhanced Transparency and Accountability:** The IBP promotes transparency and accountability by providing a timeline of decisions and actions on projects. Survey results indicate that users receive prompt and appropriate support from the IBP team.

**Alignment with National Development Plan (NDP):** The IBP ensures projects are closely aligned with the national development plan, scoring 83.3% on the OECD DAC criteria. This alignment enhances the effectiveness and impact of public investments.

**Increased Efficiency and Institutional Coordination:** The IBP has improved institutional coordination and stakeholder engagement, resulting in efficiency gains. Its impact on project alignment, implementation, transparency, and long-term planning is commendable.

**Institutionalization and Sustainability:** With increased institutionalization within Uganda's development framework, capacity building among user units, and collaboration among stakeholders, the IBP demonstrates sustainability with an average score of 91% on OECD DAC criteria.



*While the IBP has been successful, several functionality concerns need to be addressed:*

**Inclusion of Off-Budget Projects:** Some off-budget projects are not on the system, undermining PIMS reform efforts. It's essential to include all projects to ensure comprehensive management.

**Integration with PFM Systems:** The IBP should be linked to other Public Financial Management (PFM) systems such as Program Based Budgeting System (PBS), Integrated Financial Management Information System (IFMS), and Electronic Government Procurement (EGP) to facilitate information sharing and enhance institutional coordination.

**Activation of Inactive Parameters:** Parameters such as work plan descriptions, procurement details, and information on affected populations need activation to ensure transparency and accountability.

**Clarification of IBP's Purpose:** The IBP should not be misconstrued as a framework solely for storing bankable projects. It should encompass a broader scope, including project planning and appraisal.

*To optimize the IBP, the following recommendations are proposed:*

**Continuous Capacity Building:** Provide ongoing training and support to IBP users to enhance their skills and efficiency.

**Robust Capacity Planning:** Anticipate future resource requirements and invest in server infrastructure, storage, and network bandwidth to sustain system performance.

**Integration with PFM Systems:** Enable interface with PBS, IFMS, and EGP to streamline information sharing and institutional coordination.

**Streamlining project appraisal stages:** Merge concept with profile stages, and pre-feasibility with feasibility stages to simplify the project lifecycle.

**Sector-specific tailoring:** customize the IBP to accommodate the specific needs of different sectors, moving away from a one-size-fits-all approach.

**Enhanced transparency and accountability:** activate all parameters within the IBP system within the system, such as work plan descriptions, procurement details, and information regarding affected populations.

**Encourage consistent project proposal submissions** irrespective of the need and timeline. To that end, the IBP would indeed act as a bank of bankable projects



*Hon. Henry Musasizi, Minister of State for Finance, Planning, and Economic Development (General Duties), today, June 5, 2023, launched the Integrated Bank of Projects (IBP) system at Serena Conference Center, Kampala. Courtesy photo*

## **Topic: Evaluation of National Development Plan Core Projects: A Case of Isimba Hydro Power Project**

*By Dr. Ibrahim Mukisa, Prof. Edward Bbaale, Sufian Kabagambe, Cotter Nassango, Pheab Mukarwego, Alice Nakimbugwe*

### **Evaluation Problem**

The evaluation is focused on assessing the impact of the Isimba Hydro Power Project as part of the National Development Plan Core Projects. It aims to determine the project's effectiveness in achieving its intended outcomes, such as economic growth, emissions reduction, and sustainability. The evaluation seeks to understand the project's relevance, coherence with other initiatives, efficiency in resource utilization, and its long-term sustainability. This is crucial for informing future development planning and policy-making processes.

### **Evaluation Findings**

#### **Overall rating**

The overall performance rating of the project is **moderately satisfactory** at 50.4 percent. The evaluation highlights the importance of addressing challenges and learning from the implementation process to enhance future public investment management. The detailed assessment along the OECD/DAC criterion is provided below.

**Relevance.** The project is **Satisfactory** at 78.2%, aligning with national development priorities and energy sector needs, contributing to Vision 2040, National Development Plan II, and Renewable Energy Policy.

The project is highly relevant to Uganda's national development priorities, contributing to Vision 2040 and the National Development Plan II.

It addresses the country's energy sector needs by enhancing electricity generation capacity and aligning with the National Energy Policy and Renewable Energy Policy.

The project supports regional integration, being part of the Nile Basin Initiative and the Eastern Africa Power Pool.

It aligns with Sustainable Development Goals, particularly Goal 7, which focuses on affordable and clean energy.

**Effectiveness.** Rated as **Moderately Satisfactory** at 58.6%, with the main outputs delivered but lacking a clear M&E framework to track outcomes.

The project delivered its intended outputs, including the hydropower plant, transmission line, bridge, and access road, which were commissioned in 2019.

The effectiveness in achieving project outcomes is moderate, as some components are still under development with completion expected by the end of 2024. However, there is a lack of a clear Monitoring & Evaluation framework to track these outcomes.

Despite the delivery of the main infrastructure, the project's effectiveness is hampered by the absence of defined expected impacts and a comprehensive M&E framework to measure success.

**Efficiency.** Marked as **Unsatisfactory** at 17.5% due to delayed completion and several snags and defects that may increase total project cost and affect the plant's lifespan.

The expected project completion has been pushed to the end of 2024, although it was commissioned in 2019.

Several snags and defects, including mechanical, civil, and electrical works, are anticipated to increase the total project cost.

The project's life expectancy was initially projected to be 100 years, but **has been revised to 50 years due to the aforementioned issues.**

The presence of defects and the need for additional repairs indicate concerns regarding the quality of the construction and the long-term reliability of the project infrastructure.

**Impact.** Considered **Moderately Satisfactory** at 50%, with positive impacts on environmental quality, greenhouse gas reduction, and biodiversity, alongside negative impacts like habitat loss and hydrological changes.

Socially, the project has led to improved livelihoods, increased employment, and better access to social services. A new bridge has significantly reduced travel time between Kayunga and Kamuli, replacing the previous ferry service.

Economically, the project has contributed to an increase in power to the national grid, lower electricity costs, and a reduction in load shedding. However, there is a financial burden due to the loan obtained for construction, which needs to be repaid.

**Sustainability.** Evaluated as **Moderately Satisfactory** at 64%, contingent on rectifying snags and defects and ensuring proper operation and maintenance by UEGCL.

It is crucial for the operator, Uganda Electricity Generation Company Limited (UEGCL), to undertake proper operation and maintenance to ensure long-term sustainability.

The delayed completion of project activities necessitates additional funding for supervision. Other challenges include water weed restricting water flow, encroachment on reservoir land, and collapsing slopes upstream.

Addressing the identified challenges and ensuring effective operation and maintenance are vital for the project's sustainable benefits and its contribution to the national grid.

## Implication of findings

These implications aim to improve the effectiveness, efficiency, and sustainability of similar projects in the future.

## Implications for Project Implementation

The findings suggest a need for adaptive management practices that can incorporate lessons learned during the project lifecycle.

A robust monitoring and evaluation framework is essential to track progress and ensure the achievement of project outcomes.

Active involvement of stakeholders throughout the project can lead to better alignment with national development priorities and community needs.

## Implications for Future Projects

The insights from the Isimba Dam project can inform policy development, emphasizing sustainable and efficient energy solutions.

Future projects should integrate strategic planning from inception, focusing on clear objectives, timelines, and budgeting to avoid delays and cost overruns.





The evaluation highlights the importance of assessing environmental and social impacts early in the project to mitigate negative effects and enhance positive outcomes.

## Policy Proposals

The following policy proposals address the challenges identified in the evaluation, such as delayed project completion and the need for additional funding for project supervision. They also seek to enhance the positive impacts on the environment, society, and economy, while ensuring the sustainability of the project benefits.

Implement a robust monitoring and evaluation framework to track project outcomes and ensure alignment with national development priorities.

Introduce stringent quality control protocols to address snags and defects, ensuring the longevity and efficiency of the hydropower plant.

Develop comprehensive strategies to mitigate negative environmental impacts, such as habitat loss and hydrological changes, while promoting biodiversity conservation.

Strengthen community involvement in project planning and execution to improve livelihoods and ensure equitable distribution of project benefits.







## Policy Engagements, Advisory and Outreach

### Inaugural PIM Conference

The Public Investment Management and the Ministry of Finance, Planning and Economic Development organized the inaugural Public Investment Management (PIM) Conference held on October 17, 2024, at Makerere University. The conference brought together policymakers, academics, and development partners to discuss Uganda's public investment strategies and prospects for sustainable economic growth.

The Minister of Finance, Planning and Economic Development, Hon. Matia Kasaija, outlined Uganda's economic growth prospects through strategic public investments aimed at achieving sustainable development and transforming lives, particularly for the youth.

"Public investment is clearly the backbone of our nation's development, particularly in building the infrastructure, human capital, and institutions necessary to elevate Uganda to middle-income status and beyond," Kasaija remarked. He called for increased investments to propel Uganda's economy from its current \$50 billion in the 2022/2023 financial year to \$500 billion over the next 15 years.

"The conference, organized under the theme 'Navigating the Landscape of Public Investment Management in Uganda: Current Realities and Future Outlook,' underscored the need for partnerships in the investment sector. The Minister emphasized how infrastructural development can catalyse economic growth and create new job opportunities.

"Investments in infrastructure such as roads, energy,

and digital connectivity can stimulate economic growth and attract private sector investment, leading to job creation," Kasaija emphasized.

He also highlighted the importance of integrating public investment management with government welfare programs such as the Parish Development Model (PDM), Emyooga, and small business recovery funds, which offer critical financing for entrepreneurship. The government is committed to enhancing the efficiency of public spending, focusing on a fiscal consolidation strategy to restore fiscal discipline and reduce public debt.

"Fiscal consolidation does not mean cutting back on investment, but rather optimizing spending by prioritizing high-impact projects that directly contribute to economic growth. Our public investment must align with this strategic direction," Kasaija added.

To maximize the value of government investments, Kasaija called for a public management system capable of delivering inclusive and sustainable socio-economic transformation, with resilience to issues such as climate change and sustainable development goals.

The PSST highlighted key changes made over the past 9 years to strengthen public investment management systems, such as the enhanced composition of the Development Committee (DC), the establishment of an Integrated Bank of Projects to improve transparency, and the allocation of seed capital in the Project Preparation Facility (PPF) for project studies, acknowledging that these reforms have led to improvements in the quality of projects submitted by MDAs.



He noted that the admission rate of well-studied projects into the Public Investment Plan (PIP) had increased, from 10% in 2015 to over 80% in the fiscal year 2024/25. Furthermore, he pointed out that the efficiency gap—measured by access to public services and economic infrastructure—had decreased from 33% to 18%, reinforcing the belief that ongoing PIM reforms would continue to deliver benefits.

The Vice Chancellor (VC), Makerere University extended gratitude to MoFPED for the support to the University. He highlighted that the University has had over 500 innovations, of which 300 have the potential to be commercialized courtesy of the annual UGX 30bn MAK-RIF research grant from Government of Uganda. He noted that the University targets to create 100 companies every year. He further noted the need for the PIM CoE to study social projects such as the Parish Development Model (PDM), Universal Primary Education (UPE), and among others, noting that social projects are equally important investments by Government beyond the infrastructure development. He reiterated the commitment by the University to continue supporting government investments through the research fund.

The Commissioner for Projects Analysis and Public Investment Department (PAP) presented on Uganda's PIM reform journey and achievements. He highlighted results from the PIMA of 2022, noting that Uganda scores better in institutional design than her comparators. He also revealed that unbalanced development budget towards infrastructure development and budget over-commitment are the current realities affecting the PIMS architecture. Gender and equity considerations as well as climate change issues were highlighted as emerging issues affecting project planning and development.

The Principal College of Business and Management Sciences (COBAMS), Makerere University, who doubles as the Principal Investigator (PI) for the PIM CoE remarked that the theme of the conference aligns with the vision of PIM CoE. He also highlighted achievements of the Centre, particularly in capacity building where the Centre has trained over 300 officials across government and in research where the centre has undertaken 4 studies in the last Financial Year. He further noted that the Centre has launched 4 studies this Financial Year 2024/25.

## Panellists and Research Presentations

A panel discussion was held with experts including Dr. Joseph Muvawala (E.D/NPA), Dr. Barbra Magezi (Senior Public Sector Specialist/World Bank), Dr. Asuman Lukwago (PS/ESC), Dr. Calyst Tindimugaya (Director Water Resource Management, MoWE), and Eng. Isaac Wani (Director, Network Planning & Engineering/ UNRA) contributing their insights on the challenges and opportunities in public investment management

Prof. Eria Hisali and Dr. Ibrahim Mukisa made presentations from previous research studies conducted by the PIM CoE, NPA and MoFPED which included the study on the Efficiency of public investments in Uganda and Evaluation of National Development Plan Core Projects: A Case of Isimba Hydro Power Project respectively. The Studies were important creating the foundation for the proceedings of the day.



## Keynote Address

Prof. Glenn Paul Jenkins from the Cambridge Resources International (CRI) delivered the keynote address, focusing on Public Investment Management Systems (PIMS) in Uganda. He highlighted the essential components of PIMS, strategies for enhancing their outcomes, Uganda's progress in developing these systems, and the necessary steps to improve their effectiveness.

He further emphasized the importance of benchmarking Uganda's PIM practices with the Malaysian and Singapore's project management experience, suggesting that lessons from Malaysia and Singapore could be instrumental in refining Uganda's project evaluation approach. He also noted that cost overruns should not always be viewed negatively, as





his research on hydro dam projects—spanning over 57 cases—indicated that some projects with overruns yielded substantial benefits.

Prof. Jenkins stressed that once an effective PIM system is established, it should be supported by a legal foundation. This, he argued, would help prevent future neglect or abandonment of the system, ensuring its continuity and impact over time.

## Noteworthy

The following broader aspects emerged as key takeaways for reflection to improve PIM in Uganda.

**Improved Project Management:** It is crucial to strengthen project management systems to ensure timely and cost-effective delivery of public investments.

**Capacity Building:** Uganda needs to invest more in training and retaining skilled professionals in project management, especially in engineering and technical fields.

**Public-Private Synergy:** Public investments should focus on unlocking private sector growth, by reducing barriers such as high public debt and misaligned exchange rates.

**Sustainability and Evaluation:** More emphasis should be placed on the evaluation of project outcomes to ensure sustainability and efficient resource use.

**Youth Unemployment:** The conference recognized the need for targeted initiatives to address the challenge of youth unemployment, particularly by creating jobs through public projects.







## Engagement with the Civil Society Budget Advocacy Group

The Centre also took part in a workshop organized by Civil Society Budget Advocacy Group on 8th August 2024 where the Manager shared with various organizations from the Civil Society on how they can assist the government in PIM in the Country. Among the identified areas were through;

Undertaking Public engagement to gather needs of the population that can form project ideas that result into public investment projects to ensure those investments and needs align with the priorities of the people

## Conducting research that identifies Public Investment Management gaps and inefficiencies

Undertaking of Performance & Impact Evaluation studies to access the impact of the government projects on the general welfare of people and hold government accountable

Advocating for equity in distribution of public investments

## Stakeholder Validation of the Development Committee Guidelines

On 28th August 2024, the PIM Centre together with MoFPED held a validation workshop at Mestil Hotel, Kampala. The purpose of the workshop was to validate the new Development Committee guidelines which had been developed by the Centre together with the Project Analysis and Public Investments Department of MoFPED in order to address emerging issues that required incorporation into the guidelines such as environment and climate change aspects, gender and equity issues, emergency projects, off budget projects, the Integrated Bank of Projects, Cost Effectiveness Analysis and multiyear commitments among others.

During the workshop, the changes in the guidelines

were presented to the participants who raised comments but nonetheless highly appreciated them as a fundamental tool in enabling MDAs generate public projects that meet the requirements of the Development Committee processes. The participants found the new guidelines to be very essential in enabling them to understand the criteria for different projects.

## Beyond Borders: Benchmarking Visit from Officers of Zambia's Ministry of Planning and National Development

On July 6, 2024, the Centre hosted a delegation from Zambia's Ministry of Planning and National Development (MoPND) for a peer learning visit on Public Investment Management (PIM) best practices. Prof. Eria Hisali, the Co-Principal Investigator of the PIM Centre of Excellence, welcomed the Zambian delegation and commended MoFPED for its commitment to supporting the Centre's outreach initiatives. He further shared with the visiting team the origins of the Centre, the focus areas, curriculum, future plans, partners and achievements which sparked interest in the Zambian team to work with the Centre to ensure that PIM capacity in Zambia is strengthened.

The Zambian team led by Ms. Irene Musonda, the Director of the Public Investment Planning Department at MoPND expressed gratitude to the PIM Centre of Excellence for hosting the consultative meeting and remarked that PIM is still a relatively new concept in Zambia with only 4 trained staff therefore necessitating capacity building for personnel within their country's PIM framework.

Citing findings from the 2022 Public Investment Management Assessment (PIMA), she acknowledged Uganda's strong institutional arrangements in PIM, that have outperformed those of comparable countries and promised to keep in touch with the Centre in order to strengthen their capacity.





## Strengthening Local Governance: A Story of Collaboration in Mpigi

On a bright Wednesday morning of November 20, 2024, the Mpigi District Local Government (DLG) hosted a pivotal meeting that could transform its future in project preparation and execution. Organized in collaboration with the Public Investment Management Centre of Excellence (PIM CoE), the session brought together district planners, finance officers, and other key officials to explore how capacity-building efforts could bridge gaps in local governance.

While the Chief Administrative Officer (CAO) was unable to attend, their remarks, delivered through a representative, emphasized Mpigi's readiness to collaborate with PIM CoE. "Our district is eager to develop institutional capacity and partner with the Centre for better project preparation and execution," the Chair noted, echoing the CAO's sentiments.

Dr. Vincent Ssajjabbi, representing the PIM CoE, presented the Centre's vision and the opportunities it offers to empower district local governments across Uganda. He noted the pressing need to enhance the capacity of local governments, which lag behind their central government counterparts in developing impactful project proposals. Dr. Ssajjabbi also underscored the Centre's commitment to providing training programs and research support, including demand analyses and impact evaluations.

The discussion was not just informative but interactive. District leaders expressed a keen interest in localized

training to ensure a broader understanding of public investment management among staff and local leaders. The meeting identified the Department of Commerce, the Investment Profiling Office, the Finance Office, and the Office for Physical Planning as key departments needing immediate capacity development.

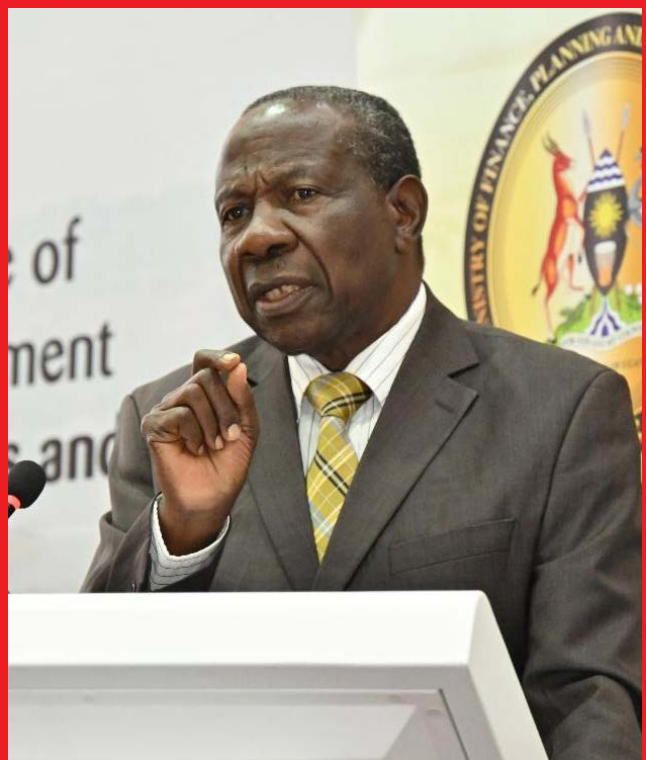
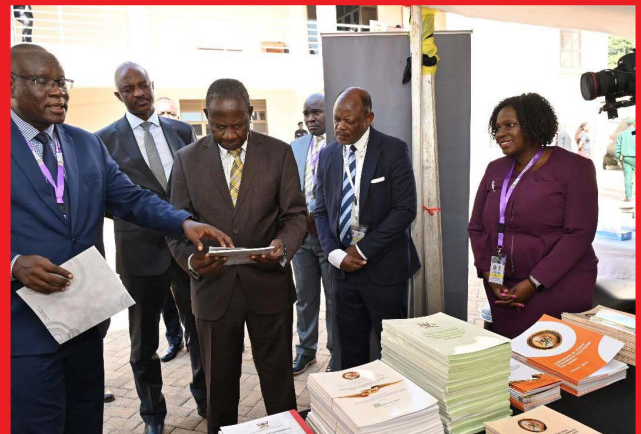
The way forward was clear. The meeting resolved to prioritize the training of the District Commercial Officer, as the first step. Additionally, a concept would be drafted to deliver localized training sessions tailored to Mpigi's needs. The district also committed to leveraging existing budget lines under the GKMA Urban Development Program for capacity-building initiatives.

As the session concluded, the Chair thanked the PIM CoE for its collaborative spirit and forward-thinking approach. "This partnership marks the beginning of a sustainable and fruitful journey toward transforming Mpigi District into a model of effective project planning and management," they remarked.

The meeting ended with a renewed sense of purpose, leaving participants optimistic about the potential of this collaboration to drive development and improve service delivery in Mpigi.



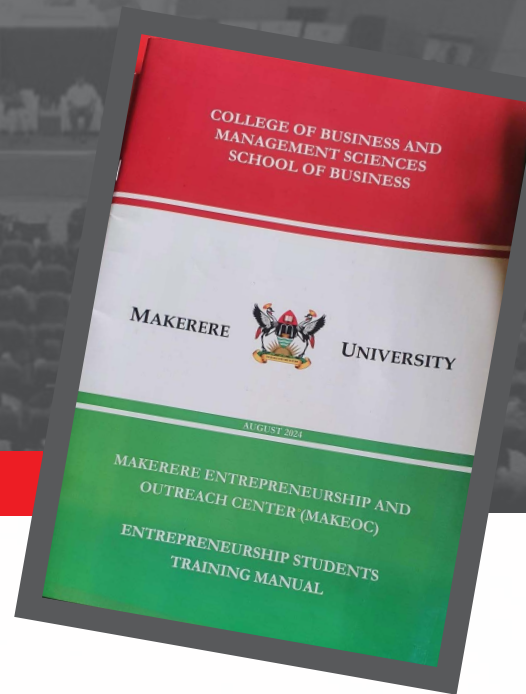
# PIM Conference Pictorial





# A report on the activities of the Makerere

## Entrepreneurship Centre



### Development of Entrepreneurship manuals

- The team of lecturers in the department of Marketing and Management developed an entrepreneurship manual to help students better plan and prepare for the workload of the semester.
- Students filled in the activities they participated in during the semester for example; the Entrepreneurship Congress, Students expo among other course work.

### Uganda Entrepreneurship Congress



- This was the second edition of the Uganda Entrepreneurship Congress where the ecosystem of entrepreneurs gathered and discussed issues under the theme *"Entrepreneurship as a Catalyst for inclusive growth"*.
- There were different industry experts on two panels who shared their experience and expertise with Hon Dr Balaam Barugahara Ateenyi as the keynote speaker.
- This event was attended by over 800 people at Makerere university.





## 8th Annual Entrepreneurship Expo

- Entrepreneurship students develop business ideas during the semesters and showcase their products or services at the entrepreneurship expo.
- They are grouped into companies with CEOs who pitch their ideas to the evaluators and if their businesses make the top 3, they either receive the VC's, Principal's or Dean's award.
- There was aerobics as part of a sponsorship package which the students enjoyed during the expo.
- This year, there were other participants at the expo minus the university students.
- Some of the sponsors like MasterCard Foundation scholars program, BRAC International Uganda as well as the Makerere Innovation Pod sent participants to showcase some of their innovative products.



## Co-operate Social Responsibility

- The center partnered with the Rotary Club of Kitante as well as the Rotaract club of Kitante to give back to the community through a blood donation drive.
- The Congress and Expo were supported by partners who included NaCORI, Hedge, Centenary Bank, Stabex International, DFCU Bank, Vision Group, Mastercard Foundation BRAC, Sumz, Dalausi Juice, and NARO among others.



THANK YOU TO OUR SPONSORS



ENTREPRENEURSHIP  
& OUTREACH CENTER





6.0

Collaborations  
& Partnerships



# Collaborations & Partnerships

## Makerere signs MoU with Leading Universities in East Africa



In a historic move aimed at revolutionizing postgraduate education and research across East Africa, Makerere University has signed a Memorandum of Understanding with five prominent universities. The agreement, formalized on May 24, 2024 brings together the University of Addis Ababa (AAU), the University of Rwanda (UR), Makerere University (Mak), Universidade Eduardo Mondlane

(UEM), the University of Dar es Salaam (UDSM) and Jönköping University, Sweden.

While signing the MoU on behalf of Makerere University, The Ag. Vice Chancellor, Prof. Umar Kakumba emphasized the importance of leveraging collective strengths to enhance academic excellence and research impact. He also expressed optimism that the collaboration will create new opportunities for faculty and students to engage in cutting-edge research and contribute to addressing pressing societal challenges.

In Makerere University, the MoU will be implemented by the Departments of Policy and Development Economics, School of Economics. The signing was witnessed by the Director of International Development Collaboration, at Jönköping University, Lars Hartvigson. He said his institution had been collaborating with the different universities and now sought to make this collaboration a joint venture between the six institutions.

## Makerere University signs MoU with Queen's University Global

It was an exciting day as Makerere University and Queen's University Global signed a Memorandum of Understanding (MoU). Vice-Chancellor Prof. Barnabas Nawangwe and Vice-Provost for Global Engagement Dr. Sandra den Otter, represented Makerere University and Queen's University Global respectively. The MoU signifies a commitment to institutional collaboration and cooperation, leveraging each institution's strengths, experience, technologies, methodologies, investments, opportunities, and resources to achieve shared and complementary goals.

Specifically, the agreement encompasses: Collaborative academic and research initiatives, Exchange programs for undergraduate and postgraduate students, Staff mobility programs, Provision of briefing services for visitors from each institution, Exchange of information and materials of mutual interest and additional forms of cooperation



that the institutions may jointly arrange. This partnership promises enhanced educational and research capabilities of both universities, fostering a mutually beneficial relationship.



## CoBAMS partners with UMA to increase industrial research

At the MoU signing ceremony held at UMA on February 27, 2024, Mr. Deo JB Kayemba, the Chairman of UMA's Board, referenced the significant progress witnessed in countries like India, Japan, and South Korea, attributing it to the integration of research in supporting industrial advancement. He emphasized the pivotal role of innovation in driving the manufacturing sector forward and underscored the necessity of collaboration in realizing research-led manufacturing.

Prof. Eria Hisali, the Principal of CoBAMS at Makerere University, expressed appreciation for the collaborative efforts and committed to operationalizing the MoU. He stressed the importance of enhancing graduates' practical skills by involving industry experts in curriculum development and delivery, thus enriching students' knowledge base and fostering skills development.

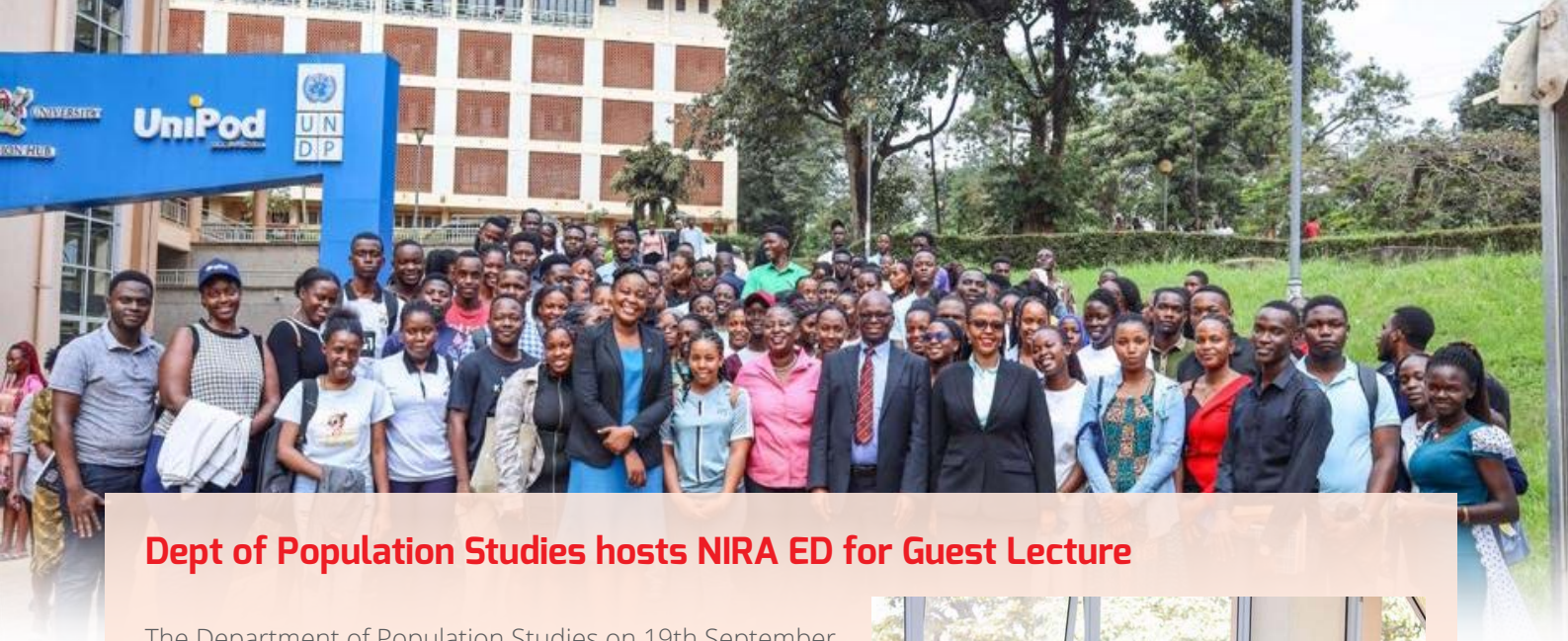
## Public Investment Management Centre of Excellence awards certificates to 30 Officials



The Public Investment Management Centre of Excellence at the College of Business and Management Sciences, has successfully concluded a five-day training workshop for public officers from various government agencies and universities. The training, held in Jinja, was attended by 30 participants who received certificates of completion at a closing ceremony on July 5, 2024. The event was graced by the Principal of the College of Business and Management Sciences, Makerere University, who delivered closing remarks and awarded the certificates.







## Dept of Population Studies hosts NIRA ED for Guest Lecture

The Department of Population Studies on 19th September 2024 hosted Ms. Rosemary Kitembo the Executive Director of the National Identification and Registration Authority (NIRA), for highly informative guest lecture attended by students from Year 1 to Graduate level. The event, focused on the importance of civil registration in Uganda, aligning with the United Nations Sustainable Development Goal (SDG) 16.9: Legal Identity for All. Dr. Allen Kabagenyi, Head of the Department of Population Studies, gave an insightful overview of the department's academic programs and the integral role of civil registration in research and societal development. She emphasized the significant engagement with NIRA and commitment to continued collaboration in research, internship, training and mentorship in CRVS, and curriculum development.



## Building Resilience: CoBAMS Leads Climate Finance Training for Finance Officials



In a significant step towards enhancing Uganda's resilience against the economic impacts of climate change, Makerere University has partnered with the Centre for Sustainable Finance at SOAS University of London and the World Resources Institute (WRI) to launch the Resilience and Adaptation Mainstreaming Program (RAMP). This initiative aims to equip officials from Uganda's Ministry of Finance, Planning, and Economic Development (MoFPED) with the knowledge

and tools needed to navigate the complex landscape of climate finance.

RAMP is part of a broader international effort to strengthen the capacity of governments, particularly in vulnerable and low- to middle-income countries, to manage the economic risks posed by climate change. Led by the WRI and supported by a network of 20 universities from Africa, Asia, and the West Indies, RAMP focuses on integrating climate adaptation strategies into the core operations of ministries of finance. This integration ensures that economic development priorities are aligned with climate adaptation needs, thereby enhancing access to adaptation finance.

On behalf of The RAMP team, Dr. Dr. Harald Heubaum, Deputy Director of the Centre for Sustainable Finance at SOAS University of London paid a courtesy call on the VC on July 23rd. The discussions centered around the role of Makerere in RAMP and its collaboration with MoFPED.

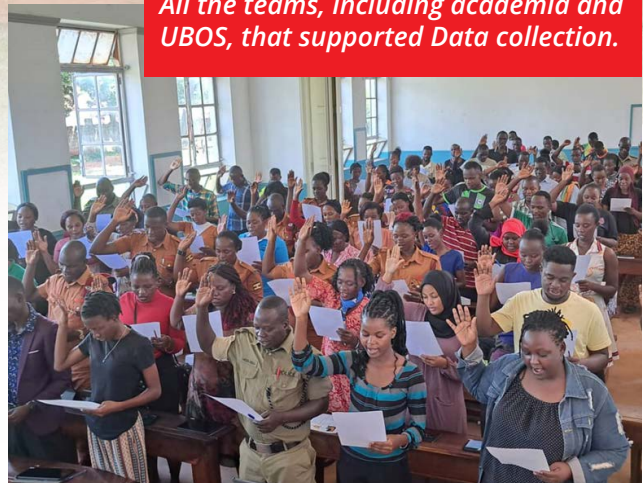




## CoBAMS Faculty Support Uganda's First Digital Census 2024 and PES

In a significant leap toward harnessing technology for national planning and development, Uganda conducted a landmark digital census starting with 9<sup>th</sup> May 2024 as the Census reference night and the enumeration period scheduled for 10<sup>th</sup>-19<sup>th</sup> May 2024. As specified in the Plan for National Statistical Development (PNSD), the 2024 National Population and Housing Census (NPHC) is carried out by Uganda Bureau of Statistics (UBOS) led by the Census Commissioner (CC) who is the Executive Director (ED) Dr. Chris Mukiza. The digital census was carried out using Computer Assisted Personal interview (CAPI)

*All the teams, including academia and UBOS, that supported Data collection.*



**Census Official taking Oath in Jinja city**



tablets and use of Global Positioning System (GPS). CoBAMS was honored to have Dr. Margaret Banga, Dr. Odur Bernad, Dr. Patricia Ndugga, Dr. Elizabeth Nansubuga and Dr. Olivia Nankinga as District Census Commissioner Representatives (DCCRs). The census information can be used in leveraging government programs including Parish development model, youth livelihood program and also in the development of NDP IV, as we aim at becoming a middle income economy as stipulated in Vision 2040. Dr. Kabagenyi the UBOS Board Director joined in supporting the strategic engagements and oversight at the bureau.

## School of Business Strengthen Collaboration with UNCDF Officials

Officials from the United Nations Capital Development Fund (UNCDF) recently visited the College of Business and Management Sciences (CoBAMS) to bolster their longstanding partnership. Led by Jennifer Bukokhe, Deputy Director of Local Transformative Finance at UNCDF, the delegation focused on enhancing joint research endeavors and capacity building initiatives.

Dr. Yusuf Kiwala highlighted the fruitful outcomes of their collaboration, including pioneering research in groundwater financing and the development of a corresponding framework, culminating in a published book chapter. The collaboration also yielded a public investment management calculator for small project appraisal, alongside presentations at prominent international conferences.



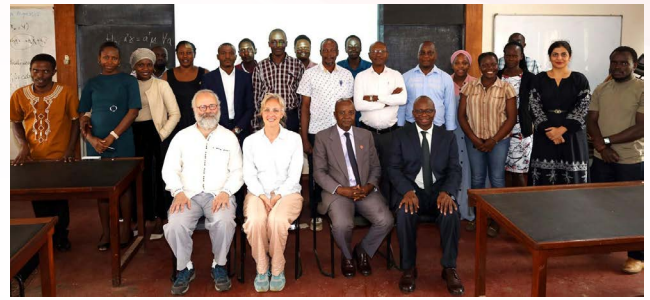
Further initiatives encompassed analyses on urban refugees' economic impact and the establishment of the Masters in Development Finance (MSDF) program, aimed at equipping future leaders with critical skills for addressing financial challenges in developing nations.



## International Collaboration Sparks Innovation in Statistical Methods at Makerere University

In a remarkable display of international collaboration, Makerere University Kampala, Uganda, recently hosted a dynamic workshop on multivariate statistics and time series analysis. This event, held from June 11 to June 20, 2024, brought together academic staff and students from Makerere's School of Statistics and Planning, alongside esteemed professors from the University of Padova, Italy. Funded by the Erasmus Mundus Plus program, this workshop exemplifies the transformative potential of global partnerships in higher education.

The Erasmus program, a pillar of the European Union's educational initiatives for over 35 years, expanded its reach beyond Europe in 2015. Through the International Credit Mobility (ICM) scheme, Erasmus+ has enabled students and staff from around the world to engage in enriching educational exchanges. Makerere University's participation in the ERASMUS+ KA171 program aligns seamlessly with its 2020-2030 Strategic Plan, aiming to foster a research-led, responsive university with a versatile workforce.



The collaboration between Makerere University and the University of Padova, rooted in a Memorandum of Understanding (MOU), underscores a commitment to academic exchange and innovation. This partnership has already seen three graduate students from Makerere—two Master of Statistics students and one PhD candidate—embark on transformative research experiences at the University of Padova. Additionally, academic staff from Makerere have engaged in reciprocal visits, fostering a vibrant exchange of knowledge and expertise.

## New Development Economics program gathers support at stakeholder workshop



In a key gathering at College of Business and Management Sciences' School of Economics, stakeholders from diverse sectors convened yesterday (June 20, 24) to envision the future of economic education in Uganda. The occasion centered around the unveiling of the proposed Bachelor of Science in Development Economics, a program poised to reshape how economic challenges are addressed and opportunities harnessed in the country.

Among the esteemed speakers were Prof. Edward Bbaale, Principal of the college, and Prof. Ibrahim Mike Okumu, Dean of the School of Economics, whose shared enthusiasm for the new program underscored its potential impact. "This initiative aligns seamlessly with Uganda's Development Goal Vision 2030 and the National Development Plan III (NDP III)," Prof. Bbaale remarked. "Our aim is to empower students with the knowledge and skills to drive sustainable development across the nation."

## PIM Centre completes training of 23 Officers in Economic Appraisal and Stakeholder Analysis

Approximately 23 officials from different Ministries, Departments and Agencies (MDAs), as well as from the Civil Society have completed training in the Program on Investment Appraisal and Risk Analysis (PIAR). The trainees received training in Basic Public Investment Management (PIM), Financial and Risk Analysis and finally Economic Appraisal and Stakeholder Analysis. The training culminated in the award of Certificates jointly awarded by Makerere University, Ministry of Finance, Planning and Economic Development (MoFPED) and Cambridge Recourses International.

The two-weeks training, which took place in Mbarara attracted participants from Ministries, Agencies, Academia and the Civil Sector. Speaking during the closing ceremony, Prof. Eria Hisali, the Principal of the College of Business and Management Sciences where the PIM Centre of Excellence is hosted, said the Centre aims at creating a pool of experts who can write proposals and approve public investments.

## EfD Takes Research findings to Parliament: Advocates for Regulatory and Policy Framework to Support Transition to Clean Energy for Households



A team of researchers from Makerere University Centre for Environment for Development Initiative (EfD-Mak Center) on Friday 3rd May 2024 went to Parliament to share study findings on Uganda's heavy reliance on fuel wood and charcoal to guide the country and, in particular Members of Parliament in their policy formulation.

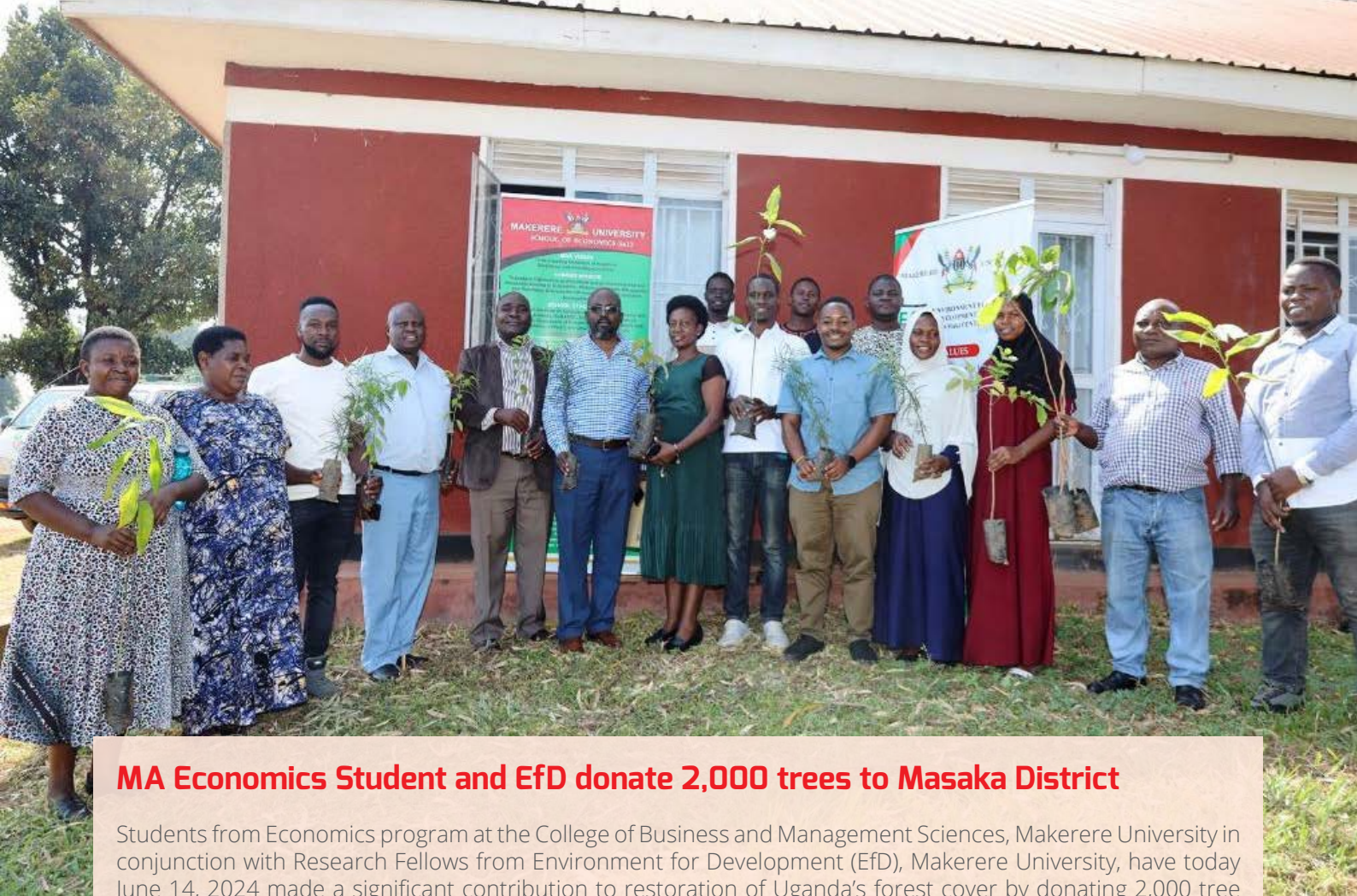
Research fellows Prof. Edward Bbaale, Dr. Peter Babyenda, Dr. John Sseruyange, and Dr. Nick Kilimani undertook a study titled, "Promoting Inclusive Clean Energy Transition in Uganda: Evidence, Challenges and Policy Options".

The team studied people's perceptions of cooking energy systems in Uganda, through a document

review and Focused Group Discussions, their level of knowledge about the possible effects of using energy systems, the challenges they face when using various energy systems, and their suggestions for promoting the use of clean energy.

Findings indicated an over-reliance on biomass across the country with charcoal being the major energy source in the low-income suburbs of Kampala. Evidence also points to the inherent fear of electricity and liquid petroleum gas, weak awareness, and poor regulatory systems to be the leading obstacles to an energy transition process.





## MA Economics Student and EfD donate 2,000 trees to Masaka District

Students from Economics program at the College of Business and Management Sciences, Makerere University in conjunction with Research Fellows from Environment for Development (EfD), Makerere University, have today June 14, 2024 made a significant contribution to restoration of Uganda's forest cover by donating 2,000 tree seedlings to Masaka DLG. The submission of the trees was held at the district office premises and was attended by notable officials and School of Economics faculty members.







MAKERERE UNIVER

7.0

Leadership  
Changes



# Leadership Changes



## Prof. Hisali, Prof. Yawe handover office to Prof. Bbaale, Prof. Wokadala

In a vibrant ceremony brimming with nostalgia and optimism, College of Business and Management Sciences-Makerere University (CoBAMS) celebrated the transition of leadership from the accomplished hands of Prof. Eria Hisali and Prof. Bruno L. Yawe to the promising stewardship of Prof. Edward Bbaale and Prof. James Wokadala on Friday 31st May 2024.

The event, attended by esteemed members of the university community, including representatives from the Vice Chancellor's office and members of the Central Management Team, was a testament to the collaborative spirit and dedication that have come to define CoBAMS. The outgoing Principal, Prof. Eria Hisali, and Deputy Principal, Prof. Bruno Yawe, were lauded for their eight years of service, during which they significantly advanced the college's academic and infrastructural capabilities.



## Dr. Joweria Teera Hands Over Office to Dr. Faisal Buyinza

The Department of Economic Theory and Analysis at Makerere University CoBAMS witnessed a significant transition as Dr. Joweria Teera handed over office to Dr. Faisal Buyinza. This ceremonial handover, held in the university's Faculty of Economics, marked a new chapter in the department's journey while celebrating the achievements and contributions of Dr. Teera during her tenure.

Dr. Teera, who has served as the head of the department for the past eight years, is recognized for her transformative leadership and dedication to academic excellence. Under her guidance, the department has seen substantial growth in research output, student engagement, and partnerships with external organizations. She spearheaded initiatives that modernized the curriculum, integrating innovative teaching methods and focusing on real-world economic challenges.







## Dr. Ndugga Patricia Hands Over Office to Dr. Allen Kabagenyi

On 9th January 2024, Dr. Kabagenyi Allen took over as the new Head of the Department of Population Studies following her appointment on December 14th, 2023. She took over the leadership from Dr. Ndugga Patricia, who had led the department since June 2022. Members of the Department of Population Studies were also joined by the Makerere University Director of Quality Assurance including the joined in welcoming the new head.







8.0

Staff  
Development

# Staff Development

## Dept. of Population Studies Staff Complete Training on Doctoral Supervision

Staff members from the Department of Population Studies, within the School of Statistics and Planning at Makerere University, have successfully completed a comprehensive three-day training on Doctoral Supervision. The training, held from June 28 to June 30, 2024, was meticulously conducted by esteemed faculty from the College of Education and External Studies, alongside experts from the Directorate of Research and Graduate Training.

The initiative, aimed at enhancing the supervisory skills of doctoral advisors, underscores Makerere University's commitment to academic excellence and robust research mentorship. The Deputy Principal of the College of Business and Management Sciences, Prof. James Wokadala, officiated the closing ceremony, commending the participants for their dedication and active engagement throughout the training sessions.



## Department of Population Studies Hosts Vibrant Sports Day



In a spirited display of energy, camaraderie, and school pride, the Department of Population Studies, under the School of Statistics and Planning held a successful Sports Day, bringing together both students and staff for a day of lively competition and community building.

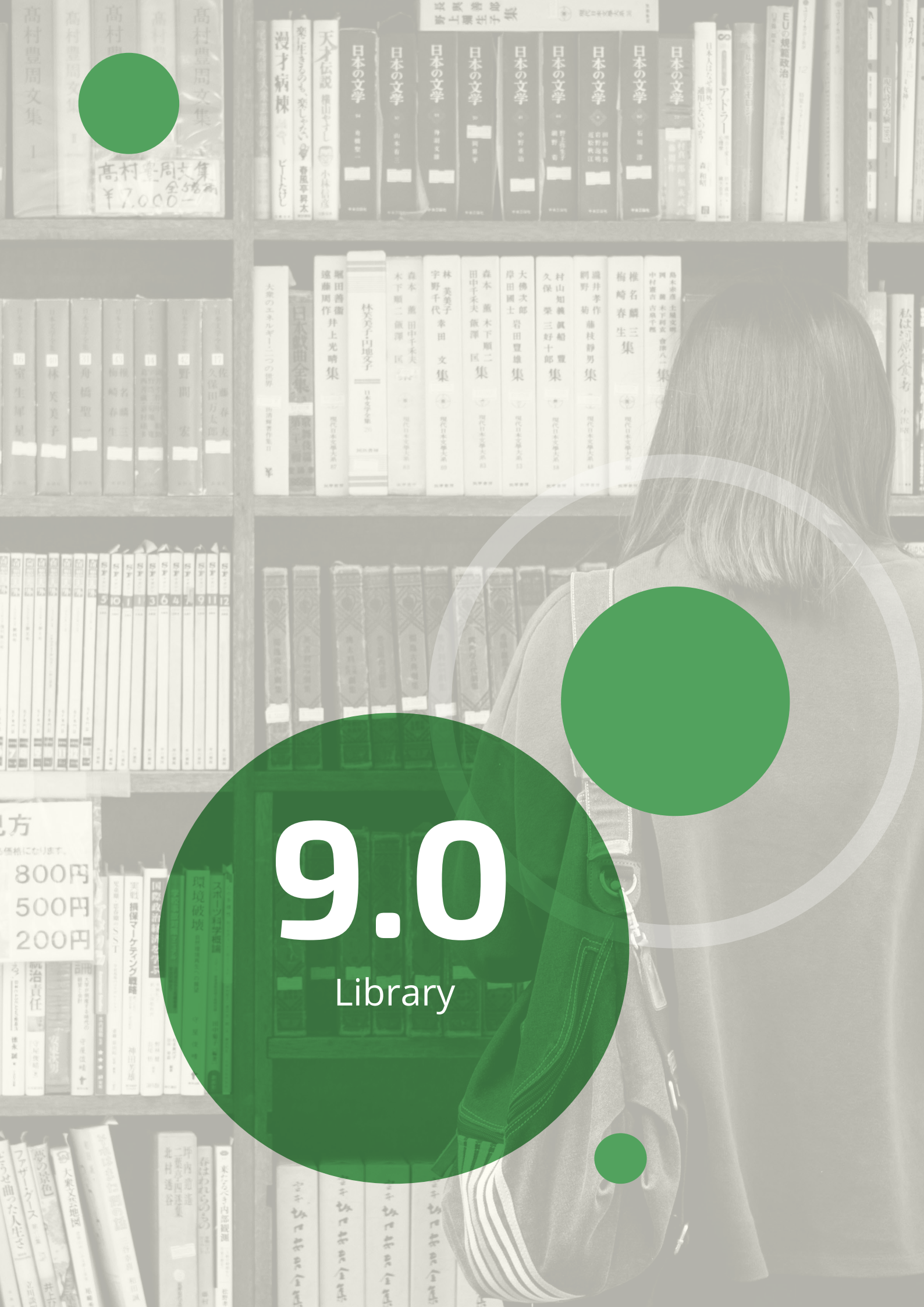
The event featured a range of activities, including football, netball, athletics, tug of war, and fun team challenges that saw students and faculty members go head-to-head in friendly matches. The Sports Day not



only promoted physical fitness but also strengthened bonds among members of the school in a fun and engaging environment.

Special appreciation goes to Dr. Peninah Agaba, whose leadership and coordination were central to the success of the event. Her commitment to promoting holistic student development was evident in the smooth organization and enthusiastic participation witnessed throughout the day.





9.0

Library

# Library

The CoBAMS Library comprises of two branch libraries, one located at the School of Business and another at the School of Statistics and Planning. Below are highlights of the library services and resources acquired in the year 2024.

## Library acquisitions

The CoBAMS Library has acquired the following information resources:

- 19 titles & 27 copies of textbooks received from the College
- 8 titles and 28 copies of books received from Book Bank's local purchase
- **217 records and 94 items entered** into the integrated Library System (Virtua) and visible in the Online Public Access Catalogue (OPAC), <http://www.makula.mak.ac.ug:8080/search/query?theme=maklib1> and can be borrowed from the College Library.

## Electronic Library Resources and Databases:

The Makerere University Library has subscribed to databases/eResources containing electronic books, journals and other materials. Staff and students can access these resources both on and off campus after registering using their university email addresses in the MyLOFT remote access system. Also, when on campus and using university internet, the resources can be accessed freely. Some of the Databases include; Web of Science, Emerald, EBSCOhost, Springer, Taylor and Francis, and John Wiley, IMF Elibrary, World Bank Open knowledge repository among others. Links to these databases can be accessed through the library's website Here: <https://mulib.mak.ac.ug/>

## MYLOFT Library APP

MYLOFT in full is 'My Library On Fingertips' <https://app.myloft.xyz/>. The app is used to access, download, organize and share digital content and e-resources subscribed to by the Library. MYLOFT has enabled users to access all library databases remotely from one interface. It is very convenient and easy to use, more staff and students are encouraged to create accounts (using the university emails) and be able to access the library resources on and off-campus.

**Subscriptions:** The CoBAMS Library has continued to subscribe to The Economist & Harvard Business Review magazines – both the print & electronic versions.

**Institutional repositories:** The library supports students and staff in self-archiving, uploading their research reports and dissertations into the university institutional repositories both graduate and undergraduate. The Makerere University Institutional Repository (MAKIR) <http://makir.mak.ac.ug/> as of 31st December 2024, has 2,184 submissions (under the CoBAMS community) and the undergraduate repository (MAKUD) database <http://dissertations.mak.ac.ug/> has 2,746 submissions under the CoBAMS community.

## Information Literacy Training

The college library has conducted trainings on how to access and use library e-resources and databases, referencing and citation management and tools. These trainings were conducted by the college librarian, library staff and supported by the eResources librarian Ms. Caroline Kobusingye and the Training team in the main library. A total of **658** undergraduate students, **122** masters' students, **12** PhD Students, **25** Staff were trained and **102** Walkin trainings done.

## Referencing and citation software:

The library has the Endnote software for referencing and citation management. The software is free for all staff and students and can be installed on individual PCs and laptops from the College library.

**Library Orientation and tour for 1<sup>st</sup> year students:** Library staff participated in the orientation of first year students in August 2024. Presentations on the library services and resources available to support the students were made and tours of the college library and main Library were done to familiarize the students with the library services, resources and spaces.

## Document Delivery Services

Requests for e-books, journal articles, book chapters, and other publications have increased in 2024. Students can request documents using the library's email address, [cobamslibrary@gmail.com](mailto:cobamslibrary@gmail.com). From January to December 2024, **854** files and documents were sent to library users.

## Turnitin Plagiarism detector

Turnitin is a plagiarism detection program that compares student work to a vast database of online articles, student work, and other materials to find matched content. The library has acquired licenses of the software and staff can contact the college library to have their accounts registered and for support in using the software.





MAKERERE UNIVERSITY  
COLLEGE OF BUSINESS  
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SCIENCES

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