



# The CoBAMS Newsletter

Jan-Mar 2022



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## 2022 PUBLIC INVESTMENT MANAGEMENT OPEN DAY

Promoting good practices in public investment management to raise returns



Rear R-L: Principal CoBAMS-Prof. Eria Hisali, Mr. Ashaba Hannington-MoFPED, Jordan Martindale-FCDO, Ms. Mukami Kariuki-World Bank Country Manager Uganda, Prof. Edward Bbaale-PI PIM CoE and Dr. Willy Kagurura-Manager PIM CoE with some of the trainees who received certificates in Financial and Risk Analysis on 10th March 2022, Freedom Square, Makerere University.

# Mak Launches Public Investment Management Centre of Excellence

The Public Investment Management (PIM) Centre of Excellence, housed at the College of Business and Management Sciences was on March 10, 2022, launched during the Public Investment Management Open Day held at Makerere University. The launch and Open Day were presided over by Mr. Ashaba Hannington, the Commissioner Projects Analysis and Public Investment Department, who represented the Minister of Finance, Planning and Economic Development, Hon. Matia Kasaija.

The center, with funding from the Foreign Commonwealth and Development Office of the UK government (FCDO) through the World Bank, is expected to build capacity of officers involved in management of public investments. The launch of the

center was preceded by an Open Day themed “promoting good practices in managing public investments to raise returns”.

The Centre of Excellence awarded certificates to 26 trainees from various government agencies, following a rigorous training in Financial and Risk Analysis.

In a quest to strengthen public investment management, the government of Uganda through the World Bank Group and Commonwealth and Development Office of the UK Government (FCDO) Multi Donor Trust Fund (MDTF), have supported Implementation of the National Development Plans with interventions carried out through at least seven government institutions. The interventions aimed to strengthen

institutions, build technical capacity for relevant government officers, and develop decision making tools including relevant strategies, policies and guidelines, in line with the theory of change and having more efficient and effective systems for public investment management that will ultimately increase the returns on investments and thereby promoting faster growth and the country’s capacity to manage its debt.

In his opening remarks, Professor Eria Hisali the Principal College of Business and Management Sciences (CoBAMS) who represented Prof. Barnabas Nawangwe the Makerere University Vice Chancellor highlighted how 0.6 of every dollar invested is lost hence the need for capacity building and research amongst government institutions to maximize returns. “Having done this

we shall have created a huge data bank for policy makers, it is our sincere hope that then all government projects will be subjected to public scrutiny of our center so that we enhance productivity of our public investment”, added Prof Hisali. He extended the University’s appreciation to the World Bank and the Foreign, Commonwealth and Development Office of the UK Government (FCDO) through UKaid for the tremendous financial support rendered in establishing the PIM Centre of Excellence.

On behalf of the World Bank, Ms. Mukami Kariuki, the World Bank Country Manager for Uganda said that such policies help to provide economic stimulus and enhance the stock of public assets even in the times of crisis like the Covid 19 pandemic, which can contribute to the achievement of the long-term development goals of growth and development and poverty reduction.

Ms. Kariuki reiterated how clear it is that high levels of investment cannot yield returns if the quality of projects remains poor and that it should take



Prof. Eria Hisali, the Principal College of Business and Management Sciences (CoBAMS), Makerere University.

government and stakeholders high efforts in combating such a big challenge through favorable policies and considerable reforms.

She commended the Government of Uganda for aiming at building capacity of government officials and other stakeholders, and developing decision making tools to increase return on investment thereby promoting more rapid growth.

“We are happy to witness the progress made on strengthening the ‘gate-keeping’ role of the Ministry of Finance. Through tapping into technology, the Government of Uganda has developed the Integrated Bank of Projects, an online information portal to streamline preparation, appraisal, and monitoring of execution of public projects,” said Ms. Kariuki. “The World Bank will further engage the government on its Public Investment Management (PIM) agenda,

especially on strengthening its PIM policy and regulatory framework, and a financing strategy to manage public debt and ensure a return on investment”.

She closed off by asking government to focus on demonstrating value for money of public investments, building capacity of ministries



Ms. Mukami Kariuki, the World Bank Country Manager for Uganda.



Dr. Willy Kagarura (L) receives Prof. Eria Hisali at the PIM CoE Exhibition Booth during the Open Day.

additional development finance,” Jordan Martindale, said.

While launching the Public Investment Management (PIM) Center of Excellence, Mr. Ashaba Hannington on behalf of Hon. Matia Kasaija said the theme for the open day was in line with the government strategy for Economic Development through strengthening the country’s competitiveness for sustainable wealth creation, employment and hopes to achieve it all through the implementation of the Nation Development Plans.

and its officials and other implementing agencies in project preparation, reserving resources to facilitate implementation of feasibility studies during the pre-investment stage and formulating a policy framework for public investment management to allow the public scrutinize such investments.

Jordan Martindale who represented the FCDO and British High Commission highlighted the importance of Public Investment scrutiny as a business to every tax payer. She said the systems underlying the appraisal, implementation and monitoring of these projects need to be strengthened.

“It has been great partnering with Government with Uganda as they increase their ability to effectively deliver improved Public Investment Management. Delivering government’s investment pipeline in a manner that offers value for money,

timely delivery and the attainment of development outcomes is crucial for achieving the National Development Plan III goals. The UK’s investment of Ush 42.3 billion over the past 5 years has led to evident efficiency gains including an improvement in the capital spending absorption rate which has risen from 60% in 2017 to 86% in 2021, a 4-fold increase in the use of Cost Benefit Analysis to assess projects submitted for approval into the Public Investment Plan, and the successful leveraging of about \$600 million in

“Through this reform agenda, the Government has improved her processes including improvement on screening projects before admission in the public investment plan, decrease in number of non-performing projects, accountability on finances through verifiable output and improvement in mechanism of entry and exit of projects from the public investment plan” he said.



Jordan Martindale who represented FCDO and the British High Commission.

Commissioner Ashaba thanked the funders, implored them for more support and pledged government's support for the Center to ensure successful implementation of government interventions including the newly launched Parish Develop Model.

Professor Edward Bbaale, the Dean School of Economics and the Principal Investigator of the Center of Excellence said the center looks at building capacity amongst trainers to effectively deliver standardized PIM content, and conducting short courses to improve the country's capacity in PIM. The Centre also aims at offering professional support as an independent external evaluator to the development committee of Ministry of Finance, Planning and Economic Development (MoFPED) and carrying out research towards improving the PIM framework in Uganda.

He therefore thanked the World Bank and the UK government for the grant,



*Prof. Edward Bbaale, Dean School of Economics, CoBAMS and Principal Investigator of the PIM Centre of Excellence.*

and the Ministry of Finance Planning and Economic Development, Department of Project Analysis for the support. Prof. Bbaale equally thanked



*Mr. Ashaba Hannington cuts the ribbon to mark the launch of the PIM CoE at the Central Teaching Facility 2 (CTF2), Makerere University.*

the Makerere University Management particularly the Office of the Vice Chancellor for offering space to house the PIM center of Excellence, as well as CoBAMS fraternity and Cambridge resources international for the support and collaboration.

About eight government institutions showcased innovations and research findings from the grant given by the

investment management in Uganda and the impact evaluation of the Uganda clean cooking supply chain expansion project that focuses on households' access to cleaner cooking technologies and the Impact of the Luwero Rwenzori Development Program. The National Planning Authority exhibited their building planning capacity for spatial data and greater Kampala metropolitan Area while the Public Procurement and Disposal of Public Assets Authority (PDDA) showcased the Electronic Government Procurement system that enables disposal and procurement of public supplies, works and services through the internet.

Uganda Revenue Authority (URA) showcased its contact center upgrade with voice and chat infrastructure containing interactive video response and incident management to enhance simplicity to clientele and innovations in revenue mobilization. The Uganda Ministry of Lands, Housing and Urban Development exhibited its program that focuses on readying the country for actualization of shared infrastructure corridor and physical development plans operationalization.

World Bank and FCDO among which included the PIM Center of Excellence that disseminated research findings on the impact of Covid-19 on public



*H.E. Fukuzawa Hidemoto delivers a public lecture to students and staff of CoBAMS*

## Japanese Ambassador advises CoBAMS students on business diversification

**T**he Japanese Ambassador to Uganda His Excellency Fukuzawa Hidemoto has called on students of the College of Business and Management Sciences (CoBAMS) to diversify their knowledge of trading if they are to contribute to the development of the country.

H.E. Hidemoto gave a public lecture to the students on 2nd March 2022 at the college where he shared his general trading knowledge and experience gathered while working across Africa and world over.

In his welcoming remarks, Professor Eria Esali the Principal of CoBAMS thanked His Excellency Hidemoto for walking in the foot steps of his predecessor in international business knowledge sharing with

Makerere and the people of Japan for always choosing to work with Makerere University and Uganda at large. "We want to expand the relationship even further through co-working with prominent Japanese universities and engagements with Japanese big business management brains to foster knowledge and international experiences to both our students and staff," Prof. Hisali said.



*Participants listen keenly to H.E. Hidemoto's lecture*

H.E. Hidemoto a graduate of Kobe University Japan and an International

business expert rooted his speech onto "Sogo Shosha" a Japanese meaning of General Trading. Before the ambassadorial deployment in July 2020, he worked for Somitomo Corporations a Japanese general trading company dealing in Real estate, oil and gas, Logistics, Telecommunication, mineral, energy and Electronics, media and steel milling. He represented the company in African countries including Kenya, Angola, Mozambique, Rwanda and Egypt.

"Japan has diversified the textile industry, automobiles and Machine Electronics since 1955 as they are our biggest export, I want you all to adopt the somitomo business management mindset fronting value addition and technology advancement

because it is sound business activities through diversity and flexibility that



*Assoc. Prof. Eria Hisali (L) delivers vote of thanks to H.E. Hidemoto (R)*

graduate scholarship program and the “NINJA” initiative that focuses on financially empowering Ugandan startups through the Japan International Cooperation Agency (JICA).

His Excellency Hidemoto unpacked a business mentorship program for students at CoBAMS aimed at instilling International Business modalities in minds of young business gurus in Uganda.

Professor Hisali concluded by thanking the Ambassador for his resourcefulness, and urged attendees to internalize all the shared opportunities. He assured them that the administration at CoBAMS shall ensure that they benefit from the collaborative relationship between Makerere University and the Japanese Embassy in Uganda.

impact the world”. H.E. Hidemoto also urged students to keep their eyes on all not one, to always be curious and professional as Sogo Shosha’s strength is flexibility.

The Japanese Government through its embassy in Uganda runs a number of programs to financially support young business minds and seekers of higher education in business. These include but not limited to the Japan-Uganda



*Dr. Stephen Wandera*

## Dr. Stephen Wandera appointed to the WHO-TAG, UN Decade of Healthy Ageing

**D**r. Stephen Wandera Head of the Department of Population Studies, School of Statistics has been appointed by the WHO as a member of the Technical Advisory Group (TAG) of the UN Decade of Healthy

Ageing: <https://www.who.int/groups/technical-advisory-group-for-measurement-monitoring-and-evaluation-of-the-un-decade-of-healthy-ageing/about-us>

Dr. Wandera is a Consortium for Advanced Research Training in Africa (CARTA)-funded Fellow and as the MAK Institutional Focal Person for CARTA. Prof. Buyinza Mukadasi, the Director, Directorate of Research and Graduate

Training, Makerere University congratulated Dr. Wandera upon his well deserved appointment, stating that it brings the College double joy because in CARTA, the theory of change argues that

sustainable transformation must come from within, through a critical mass of faculty that are willing, ready, able and supported to drive change!! "For us in the CARTA umbrella, we believe that

truly transformative change will come through CARTA graduates (e.g Wandera) emerging as senior leaders." he added.

The College of Business and

## Sendawula successfully defends PhD

Mr. Sendawula Kasimu, Assistant Lecturer School of Business and Management Sciences of the College of Business and Management Sciences (CoBAMS) has today March 17, 2022 successfully defended his PhD in an event that attracted attendance from participants from across the globe.

Sendawula whose PhD study was titled "Environmental Sustainability Practices of Manufacturing Small and Medium Enterprises (SMEs) in Uganda" was motivated by the fact that many manufacturing SMEs use firewood and charcoal for fuel, polythene bags and plastics as packaging materials. He said the SMEs poorly dispose waste materials to the environment which practices have significantly contributed to environmental degradation that has led to loss of lives and property. "So, in this study, I examined the relationship between environmental knowledge, environmental commitment, regulatory compliance and environmental sustainability practices of manufacturing SMEs in Uganda," said Sendawula.

The study revealed that manufacturing SMEs undertake environmental sustainability practices to conserve the



Dr. Sendawula Kasimu

environment and it confirmed waste management, eco-friendly packaging, energy efficiency and water conservation practices actions undertaken to safeguard the environment in Uganda.

The study recommended that policymakers spearhead the establishment of an environmental conservation fund to support the dissemination of action knowledge, partner with private and civil society organizations to annually evaluate, recognize and award manufacturing SMEs that demonstrate commitment to implementing environmental sustainability practices.

the establishment of a desk under NEMA to monitor compliance of manufacturing SMEs with environmental regulations.

"Business managers should also train their staff, consult experts on environmental sustainability practices and reward employees who demonstrate pro environmental behaviors," Sendawula said.

The PhD Defence was attended by the Deputy Vice Chancellor (Academic Affairs), Associate Professor Umar Kakumba. The Dean School of Business and Management Sciences, Prof. Akileng Godfrey, Prof. Olobia Rolla, the Head of department Accounting and Finance Mbarara University were joined by family, friends and fellow staff of Mr. Sendawula to hail and congratulate him for such an effective study and a milestone achieved.

He also recommended



CoBAMS Staff listen to proceedings during the PhD Defence.



The Principal CoBAMS-Prof. Eria Hisali (5th R) and the PI PIM CoE at CoBAMS-Prof. Edward Bbaale with participants at the launch of the training on 21st February 2022 in Jinja.



## CoBAMS Holds Training to Improve Investment Appraisal & Risk Analysis

The Public Investment Management (PIM) Centre of Excellence at the College of Business and Management Sciences (CoBAMS) has started a two-week training in Investment Appraisal and Risk Analysis. The trainees are drawn from the Ministry of Finance, Ministry of Works, Makerere University, Ministry of Tourism, Wildlife and Antiquities, Ministry of Trade and Industry, Ministry of Education among other MDAs. The training taking place in Jinja, was opened on February 21, 2022 by the Principal CoBAMS, Prof. Eria Hisali.

Prof. Hisali commended the PIM team for fostering knowledge transfer and also encouraged the participants to take keen interest in the course, saying the skills they will get during the duration of the training will help improve the way the country does public investment.

It is envisioned that the capacity building will ensure that projects that

are financed can meet the expected outcomes, hence maximize their returns of these investments to the country.

He said CoBAMS was committed to rolling out capacity building with the intention of starting a Masters in Public Investment Management. He called on the trainees to participate in the intermediary level training so that they too can become trainers. "As we embark on developing capacity in PIM, we need to look at forming an umbrella

***"...we commend the various actions government is undertaking to improve the way public investments are managed in the country"***

body which will help self-regulate, set and manage standards," Prof. Hisali said.

The Principal thanked the World Bank for funding the PIM project and the Cambridge Resources International and the Ministry of Finance for partnering with CoBAMS.

The Principal Investigator of the project, Prof. Edward Bbaale also thanked the World Bank and all other partners for trusting the Centre with the training needs of the country.

Ms Rachel K. Sebudde a Senior Economist with the World Bank commended the government for its effort in improving management of public investments.

"As World Bank, representing Development partners, we do commend the various actions government is undertaking to improve the way public investments are managed in the country," Ms Sebudde said.

The government has in recent years



*Prof. Eria Hisali (C) and Prof. Edward Bbaale (R) with the Commissioner for Projects and Public Investments (PIMs) in the Ministry of Finance, Planning and Economic Development, Hannington Ashaba (R).*

increased the amount of resources it allocates to capital investments. Despite the increase, the country still faces challenges of the quality of the infrastructure.

“If these constrained are removed, the country would no doubt accelerate economic growth and improve quality of life,” Ms Sebudde said.

She warned that it will be difficult to maximize returns from oil and gas investments if the quality of projects is poor.

According to the World Bank study, quality issues arise from the poor design of projects, delays in implementation, cost escalations, time-overruns, contract disputes, abandonment of projects, substandard quality of some completed projects, and rapid depreciation of public capital stock.

The World Bank Officer advised that to make the public resources yield higher returns, and increase and sustain higher rates of economic growth, the government must aggressively improve its investment management capacity, so

that projects are well selected, well prepared, transparently tendered and delivered on time and within budget. It then also needs to maintain its existing and new assets, she added.

She reaffirmed the World Bank’s commitment to supporting Uganda’s development agenda. “As a Development Partner, we appreciate the commitment and zeal that the country continues to demonstrate in exploring alternative and more efficient models for development,” Ms Sebudde said.

According to Mr. Hannington Ashaba, a Commissioner in the Ministry of Finance, the government recognizes the need to improve public investment management and has been training its officers in this regard. A few were trained abroad but government sort to

reduce the cost of training by establishing the Centre of Excellence for Public Investment Management at Makerere University. This he said will also allow for training of more public service officers.

Dr. Willy Kagarura, the Manager to the PIM Centre of Excellence said the University was committed to providing capacity building to the government. He applied to the World Bank to continue to support the Centre for at least 5 years as it strategizes on being self-sustaining and generating income.

The Public Investment Management Centre of Excellence

The centre was established following a study done by the World Bank. The diagnostic done in 2016 revealed that there was low return on investment. Some studies revealed that the country was losing 60% of the investments it made. To this end, the World Bank recommended the establishment of a PIM training centre. The centre offers capacity building in Public Investment management systems. The training



*Participants listen to Ms Rachel K. Sebudde (on screen)*

offered by the Centre is at 3 levels.

Basic training: It was recommended that this training be massive. It targets



A section of the participants attending the training

people working on government projects. This involves identifying projects, concept writing, profile

writing, feasibility studies and uploading the same on the Integrated Bank of projects (IBP) Intermediary level: This brings in technicians of appraising projects before they are selected to go into the public investment plan.

writing, feasibility studies and uploading the same on the Integrated Bank of projects (IBP)

Intermediary level: This brings in

Advanced Level: Professional training- MSc and PhD.

The Centre got seed funding from the World Bank, having commissioned the study, which revealed the gaps.

### Objectives

- Capacity building in public Investment management
- Research in PIM related fields
- Advisory services

## Govt urged to integrate parent-child communication in sexual reproductive health programs



The government has been asked to integrate parent-child communication into sexual reproductive health programs in an effort to reduce teenage pregnancies.

The call was made by a team of researchers from the Department of Population Studies, College of Business and Management Sciences, in collaboration with a team from Ministry of Gender, Labour and Social Development.

The group was presenting research findings of their paper titled “Parent-Child Communication on Sexual and Reproductive Health in border districts of Eastern Uganda”

During a dissemination workshop held on March 10, 2022 in Kampala, Dr. Stephen O. Wandera, the principal Investigator, said research revealed that both parents and children were afraid of talking about sexual reproductive health issues. The study

showed that 79% of the parents and 61% of the children reported discussing sexual reproductive health issues.

“Parents feel like things to do with sexual health should not be discussed between a parent and a child. It is considered a taboo,” Assoc. Prof. Betty Kwagala, a member of the research team said.

The research also showed that good



*Dr. Stephen O. Wandera, Principal Investigator, Ag. Head of The Department of Population Studies, CoBAMS*

quality of parent-child relationships, close monitoring and keen interest in children and their behaviors facilitate good Parent-Child Communication (PCC). Support from religious leaders and Institutions was identified as a facilitator of PCC.

Dr. James Wokadala, the Dean of the School of Statistics and Planning remarked that “Issues of health are very strongly emphasized in the National Development Plan III and the results of this research will inform not only knowledge and skills but also will guide policy engagement and policy direction, particularly on issues of sexual and reproductive health in Uganda.” Dr. Wokadala also thanked the research team, led by Dr. Stephen Wandera for the wonderful work done and appreciated the Ministry of Health for joining the research by providing the technical eye from the Ministry.

“This is an appetizer for us moving forward.” Dr. Wandera said. “It will pave the way for the monthly seminar series such that output like this can be shared country-wide and provide an opportunity for us to receive feedback from stakeholders so we can improve on our research

outputs.”

Assoc. Prof. Eria Hisali, Principal of the College of Business and Management congratulated the study team for winning the grant and also for being able to successfully execute the work in a timely manner. He also appreciated the Government of Uganda through the Research and Innovation Fund for supporting the research work. Prof. Hisali noted that there has been a considerable breakdown in the structures of society today. In the past, the responsibility of raising a child wasn’t for only the nuclear family, but rather was the responsibility of a larger

community. He called for the researchers and guests to reflect on the past, looking at the practices in raising children and adopt the good, neglecting the bad in them.

Dr. Sabrina Kitaka, Senior Lecturer of Paediatrics and Child Health, who represented the Chair of the Grants Management Committee of the Makerere Research and Innovation Fund congratulated the research team on their dissemination.

“As a pediatrician and as an adolescent health expert, this topic is pertinent to me. Many girls got pregnant during the COVID-19 lockdown and one of the studies we conducted in the districts of Kamuli and Wakiso showed that many of the girls who got pregnant had very poor parent-child communication,” Dr. Kitaka said.

“As an adolescent health expert, one of the things that children always tell me is that they would like parents who have a very small mouth and big ears- parents that talk less and listen more to their children.”

Young adolescents in developing countries prematurely experience a



*Assoc. Prof. Betty Kwagala*



*Participants at the workshop react to the findings*

host of sexual and reproductive challenges. These include early sexual debut, sexually transmitted infections (STIs), unsafe abortions and childbirth with detrimental sexual and reproductive health (SRH) and socio-economic consequences. This project assessed children and parents' knowledge, attitudes, and practices (KAP) and the determinants of PCC about SRH in the boarder districts of Busia and Tororo in eastern Uganda.

Mr. Ngabirano, also a researcher on this project also explained that according to their findings, government should recruit and equip parent peer educators and promote shared/ community parenthood and should also strengthen child protection mechanisms at various levels and address the gaps in the enforcement of child protection laws.

Dr. Wandera appreciated the study participants, children, adolescents and

feedback and input, through a very engaging process. Dr. Wandera also appreciated the research team, which was composed of Assoc. Prof. Betty Kwagala, Dr. Patricia Ndugga, Dr. Peter Kisaakye, Dr. Martin K. Mbonye, Mr. Fred Ngabirano and himself. He thanked them for the amount of effort and dedication put into seeing the study to completion. "Let this be the start of conversations about parent child communication, regarding sexual reproductive health. Let's not close the conversation" I am very glad for the opportunity we had to conduct research together with government. This has been a day where policy makers, researchers and programmers have met to dialogue on critical issues that affect the country.

The dissemination workshop was attended by officials from the Ministry of Health, representatives from the Ministry of Gender, Labour and Social Development, representatives from Civil Society, religious leaders and the press.

## Recommendations

Mr. Fred Ngabirano, the Commissioner, Children and Youth Affairs at the Ministry of Gender, Labour and Social Development presented the recommendations of the research. He explained that, according to the research, Government should develop and implement a "Responsible Parenthood" programme for parents. The study also recommended that the government develops age appropriate, and contextualized SRH information, education, and communication (IEC) package and approaches.



*Mr. Fred Ngabirano, the Commissioner, Children and Youth Affairs at the Ministry of Gender, Labour and Social Development*

parents for giving the team valuable



*L-R: Dr. Thomas Mwebaze, Chair of the Department of Policy and Development Economics, Dr. Vesall Nourani, Senior Research Associate and Director of the Development Innovation Lab, Dr. Benjamin Krause, Director of the Development Innovation Lab and Assoc. Prof. Eria Hisali, Principal, College of Business and Management Sciences*

## CoBAMS, University of Chicago discuss collaboration

**R**esearchers from the University of Chicago have visited the College of Business and Management Sciences to discuss areas of collaboration.

The team comprising Dr. Benjamin Krause, the Director of the Development Innovation Lab and Dr. Vesall Nourani, a Senior Research Associate and Director met with the Principal of CoBAMS, Prof. Eria Hisali on March 11, 2022.

Prof. Hisali shared with the visitors the College's interest in capacity building through staff exchanges, joint research and seminars. He invited the professors to give key note presentations and guest lectures, saying the college has the capacity to hold such meetings without the need for the Professors or speakers travelling to Uganda. This is made possible through the recently acquired state-of-the-art video conferencing equipment funded by the World Bank.

He briefed the guests on the plans already in motion in the area of infrastructure expansion, stating that, among other

initiatives, a proposal was written to the Government of Uganda, which has already been approved by Makerere University and the Ministry of Education and Sports. The proposal, is only awaiting approval from the Ministry of Finance. This \$8million project will facilitate the remodel of the old buildings in the College to the needs of the 21st Century and finance the construction of new modern facilities in line with new developments in University education needs.

Prof. Hisali also informed the professors about the college's endowment fund, stating that the fund will likely be launched by June 2022. According to Prof. Hisali, the endowment fund will pave the way for contributions from the public and well-wishers to be made to the College. He also stated that the College is putting in place measures to apply for international accreditation of courses, beginning with the process of strengthening quality assurance.

Dr. Krause in his remarks said the University of Chicago is very proud to have an opportunity to collaborate with

CoBAMS, Makerere University because of shared objectives and the investment the College has made in capacity building and the desire for continuous improvement. "This is how the innovation labs started at the University of Chicago. The University wanted to do more in the fields of International development and development economics," Dr. Krause said.

The role of the Development Economics Centre is to coordinate all the economic research in low income countries in the world and to provide a meeting place and community for those that are engaged in that kind of work.

According to Dr. Krause, the mission of the innovation lab is to use the tools of economics to develop innovations with the potential to impact individuals in low- and middle-income countries. Dr. Krause expressed his interest to learn more about the policy labs that are being developed at the College. He said "In a lot of ways, I think we share a vision in that direction. Most of the time, my job is meeting with government officials and trying to encourage them to adopt something like

this model. We would love to learn more about how the policy labs started and see how we can be able to accompany that process,” he said.

Dr. Krause said the objective of their visit was to find partnerships with researchers and policy makers to identify priorities for policy in the countries where they work and lend support by identifying what exists in literature that can speak to those priorities and where possible make

recommendations to the policy makers. The other objective stated was to identify opportunities for the next round of research, creating a virtual cycle of evidence formed policy as we engage in this process.

Dr. Vesall, who is serving as a visiting lecturer at CoBAMS expressed his interest in the policy labs. He also expressed his willingness to contribute to the labs should an avenue be available.

Prof. Hisali said the office of the Principal would accelerate the process of signing the Memorandum of Understanding between Makerere University and University of Chicago in order to expedite the partnership between the two universities. He also extended a welcome to the founder of the labs, Prof. Michael Kramer, stating that the College would be honored to host him and gain from his expertise and experience.

## Assessing the Effect of Road Transport Infrastructure on Firm Performance in Uganda

Researchers have found that access to road transport infrastructure does not greatly affect firm performance but rather Labour plays the biggest role in determining the productivity of a firm in Uganda followed by capital. These results were shared by a research team led by Dr. Susan Namirembe Kavuma during a dissemination workshop in Makerere on March 24th, 2022.

The research team was investigating the effect of access to road transport infrastructure on firm performance in Uganda. The team found that road infrastructure did not greatly affect firm productivity. The team comprising Dr. Ibrahim Okumu and Dr. Sanday Amos investigated firm specific characteristics that influence firm productivity and found that the level of education of the workers, internet usage and age of the business also greatly affect productivity of the firms.



*The Principal CoBAMS, Prof. Eria Hisali.*

Dr. Susan Namirembe Kavuma during the dissemination workshop in Makerere

Speaking during the dissemination, the Principal, Prof. Eria Hisali, thanked Carnegie Corporation for the funding and congratulated the team upon undertaking the study. He called on the researchers to embrace the Policy Labs Series which the college plans on starting. The policy labs will bring

together researchers, politicians, policy makers, technocrats and the private sector to discuss the research outputs and how they can contribute to directing policy in the country. As a result of the Policy Labs, the researchers will draft working papers for the government in an effort to contribute to the development of the economy.

Prof. Hisali guided on further research



*Dr. Susan Namirembe Kavuma during the dissemination workshop in Makerere*

that could be done such as; what have been the recent patterns in productivity performance of firms? How do we relate these patterns to infrastructure and other variables? And lastly, what are the productivity differences between foreign owned firms and indigenous firms?

The Principal concluded by calling on the staff of the college to embrace the seminar series and policy labs which will be a platform for researchers to share their findings and contribute to policy.

Prof. Buyinza Mukadasi, Director, Directorate of Research and Graduate Training (DRGT), Makerere University, Kampala Uganda.

The Director of the Directorate of Research and Graduate Training (DRGT), Prof. Buyinza Mukadasi, who also oversees the Carnegie program in Makerere University, congratulated the research team for their role in contributing to the University’s vision of becoming a research-led university.

He remarked that industry engagement is critical to the university’s journey to achieve its vision and acknowledged that academia is progressively focusing on impactful research with innovative solutions that will contribute to the country’s development.

Prof. Buyinza noted with concern that African universities’ capacity to educate new early career academics is eroding, raising concerns about the continent’s ability to produce new

generations of academics.

Dr. Ibrahim Okumu a member of the research team.

“Between 2000 and 2020, Africa produced only 1.8% of the worlds’ publications. This is in comparison to India’s 2.4% and Latin America at 3.5%. Research has been singled out as the missing link in Africa’s development,” the Director DRGT pointed out.

Prof. Buyinza called on the government to address the limited capacity to conduct research. He thanked the Carnegie Corporation for funding the Support to Early Career Academic (SECA) project, saying the project has provided useful analytical foundation for all stakeholders including the National Planning Authority. He called on senior researchers to continue mentoring young scholars in an effort to ensure continuity of research on the African continent.



*Prof. Buyinza Mukadasi, Director, Directorate of Research and Graduate Training (DRGT), Makerere University, Kampala Uganda.*



# Research on youth unemployment launched



*Assoc. Prof. Eria Hisali C, Mr. Martin Wandera 11th L, Dr. John Mutenyo 15th L, Assoc. Prof. Bruno Yawe 4th R, Dr. Anthony Tibaingana and guests at the dissemination*

According to the World Bank, Uganda has one of the youngest and most rapidly growing populations in the world. Although the 2030 Agenda for Sustainable Development emphasizes productive employment and decent work for youth, it remains unclear of what works to support the youth in the labor market.

A research study, led by Dr. John Mutenyo, a Senior Lecturer of Economics in the Department of Economic Theory and Analysis, CoBAMS, seeks to find the most effective interventions for boosting productive employment for the heterogeneous groups particularly, the rural/urban, male and female.

The research also seeks to discover factors underlying youth's access to employment opportunities.

This research study, entitled: "Youth unemployment, education mismatch and potential growth sectors" was launched at 9:00am on Friday 4th March 2022 at function took place at the School of Business Conference Room.

Prof. Eria Hisali, the Principal of the College of Business and Management Sciences thanked Dr. Mutenyo and his team of researchers for the important research they are undertaking. "The research will provide evidence-based information to policy makers and implementers where jobs can be created" he said.

Prof. Hisali noted that the Uganda Bureau of Statistics (UBOS) collects and provides employment information but there are gaps in the information provided. He said that UBOS used to survey newspaper jobs advertised, provide analysis about them but the survey has been stopped. According to UBOS Uganda's unemployment rate stands at 9% and the underemployment rate is recorded at 37%.

"A job diagnostic centre will tell us where the jobs are. They will release employment numbers frequently and juxtapose it to other trends in the economy. This could answer the question of the job mismatch," Prof. Hisali noted. He called for an enhancement in productivity in the



*Principal Investigator, Dr. John Mutenyi makes his presentation at the launch*

labour market and the entire economy. “Productivity in the labour market is low.

Dr. John Mutenyi, in his presentation at the launch of the research referred to the problem of youth unemployment as a “ticking time bomb”. He noted that in some countries, youth unemployment has led to insecurity. “Youth unemployment is something that government must consider. The youth need to have a sensible life and not just survive. About 53% of Uganda’s population is 15 years and below higher than the Sub-Saharan average of 43.2%. 64% of the unemployed in Uganda are aged 24 and below.

In his remarks, Martin Wandera the Director of Labour, Employment and Occupational Safety and Health at the Ministry of

Gender, Labour and Social Development, said that unemployment is one of the biggest problems in Uganda. “At every home the question is how do I find a job, how do I keep my job?” Wandera said. He said evidence shows that there is economic growth without creating jobs. He noted that some economists believed that when you have economic growth you would have jobs. That, sadly has not happened.

He explained that the labour market has issues of welfare, minimum wage which are different from products and so solving unemployment problems requires attention to human rights and welfare.

He noted that investment policies affect employment and having a liberal market that allows free entry of investors can impact the local investors. “We are interested in school to work transition, where are the graduates, are they satisfied, tracer studies are needed on where graduates are going. There is thinking that those who study sciences get satisfactory jobs and we need evidence,” Wandera hinted.

The study will involve representatives of all relevant stakeholders to ensure that the findings of the study guide policy formulation. The research team is expected to conclude and present its findings by June 2022.



*A section of participants listen keenly to the presentation*