



MAKERERE UNIVERSITY

PUBLIC INVESTMENT MANAGEMENT CENTRE OF EXCELLENCE

First Public
Investment
Management
Conference

Policy Briefs on
Isimba Hydro Power
Dam and Integrated
Bank of Projects
Studies

A Visit to the
Kiira Motors
Vehicle Plant

Beyond
Borders: A visit
from Zambian
Officials

Public Investment Management

Issue 1: July – December 2024

Public Investment Management Centre of
Excellence, Makerere University

Editorial



Charting the Path to Excellence in Public Investment Management

It is with immense pride and a sense of responsibility that we present the inaugural issue of the Public Investment Management Magazine. This publication is more than just a record of events; it is a testament to the strides we are making in revolutionizing public investment management in Uganda and beyond.

The journey of the Public Investment Management Centre of Excellence (PIM CoE) at Makerere University began with a bold vision—to transform the management of public investments through sustainable capacity building, groundbreaking research, and strategic partnerships. Over the past few years, this vision has taken shape, guided by an unwavering commitment to excellence and innovation.

This issue highlights significant milestones achieved between July and December 2024. From hosting

Uganda's first Public Investment Management Conference to impactful training programs like PIAR, the Centre has positioned itself as a beacon of knowledge and expertise. We also celebrate the transformative partnerships that have enriched our work, such as collaborations with the Ministry of Finance, Planning and Economic Development, the National Planning Authority, and Cambridge Resources International.

Our work is not just about numbers and policies—it's about impact. The stories shared in these pages—from a visit to the Kiira Motors Plant to studies on Isimba Hydro Power Dam—underscore the Centre's dedication to fostering socio-economic development, environmental sustainability, and inclusive growth.

As we look ahead, the PIM CoE remains steadfast in its mission to enhance public investment systems that are resilient, transparent, and aligned with Uganda's development goals. We invite you to journey with us, whether as a policymaker, academic, or citizen committed to the progress of our nation.

Thank you for your unwavering support, and we hope you find this edition as inspiring and informative as we did in bringing it together.

Betty Kyakuwa

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Foreword from Principal Investigator



The Public Investment Management Center of Excellence (PIM CoE) was conceived as a result of the 2016 PIM Diagnostic study done by the World Bank and Ministry of Finance Planning and Economic Development with support from Makerere University School of Economics that discovered inefficiencies in PIM in Uganda.

This report highlights the work, achievements and prospects of the Center. The Center plans to start offering Advanced level training through Post Graduate Diploma (PGD) in PIM and Master of Science in Economic and Investment Modelling (MEIM). I am pleased to introduce this report to the public for use by all stakeholders.

I would like to appreciate PIM CoE Secretariat, partners, staff and well-wishers for technical support, daily running of the Center and their role in the realization of these achievements.

Special thanks go to Ministry of Finance, Planning and Economic Development, National Planning Authority, Cambridge Resources International (CRI) and Makerere University for the overwhelming support rendered towards the development of the Center.

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Prof. Edward Bbaale
Principal & Principal Investigator, CoBAMS/PIM CoE

Foreword from the Manager



It is with great pride and a deep sense of purpose that I present this half-year edition of the Public Investment Management Centre of Excellence (PIM CoE) Magazine, covering the period July to December 2024. This publication highlights our collective efforts, achievements, and the strides we have made in advancing PIM research, training, and policy engagement.

The past six months have been a time of significant progress. We have hosted transformative workshops, conducted groundbreaking research, and forged strategic partnerships with national and international stakeholders. Through our capacity-building programs, we have empowered a new cadre of public sector professionals equipped with the analytical tools and skills required for effective public investment management.

Our unwavering commitment to excellence has driven us to tackle pressing public investment challenges, from infrastructure development to policy reforms aimed at fostering economic growth and sustainable development. This magazine captures some of these milestones, showcasing stories of collaboration and impact.

I extend my heartfelt gratitude to our dedicated staff, faculty, and partners whose tireless efforts have fueled our success. I also commend our contributors for sharing insightful articles that reflect both the academic rigor and practical relevance that define our work.

As we look ahead, we remain steadfast in our mission to be a leading hub for public investment research and professional development. We invite you to explore this edition, celebrate our achievements, and join us on this journey toward building a resilient and prosperous future.

Thank you for your continued support.

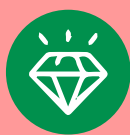
Dr. John Sseruyange
Manager, PIM CoE

The PIM Centre of Excellence

Background

The Public Investment Management Centre of Excellence (PIM CoE) at Makerere University, School of Economics, (SoE) was established to address 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 and conducting PIM related Research Studies.



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:

- a) To build capacity of government staff in PIM
- b) To undertake PIM related research and studies
- c) To provide Advisory services to government in order to inform decision making
- d) 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.

Essentials of Public Investment Management

The Centre offers a 3-day short course training in Basic PIM emphasizing preparation of Project Concept Notes and Profiles, the Integrated Bank of Projects (IBP), M&E and Public Private Partnerships.

Program on Investment Appraisal and Risk Analysis (PIAR)

The Program equips participants with analytical tools needed in appraising Public Projects before committing public resources. It applies an integrated approach where modules in Financial, Economic, Risk and Stakeholders analyses are covered. It is facilitated by a collaborative faculty membership from the Cambridge Resources International (CRI), Ministry of Finance Planning and Economic Development, the Makerere University PIM Center of Excellence and National Planning Authority. Below are the two modular divisions and their respective contents:

Financial and Risk Analysis (2 Weeks)

- Public Investment Management
- Role of Integrated Investment Appraisal in Public Investment Management
- Alternative Investment Criteria
- Development of Cash (Resource) Flow Statements
- Integration of Movements in Prices, Inflation, and Exchange Rates
- Impacts of Inflation
- Financial Modelling from Alternative Points of View and Estimation and Use of Debt Service Ratios
- Determining the Financial and Economic Values of Existing Assets
- Scale and Timing and Adjusting for the Length of Life in Project Appraisal
- Project Finance and Project Risk
- Cash Flow Waterfall

- Risk Analysis
- Climate Smart Project Appraisal
- Principles of Contracting and Risk Sharing
- Application of Crystal Ball (Skynet)
- Cost-Effectiveness Analysis

Economic and Stakeholder Analysis (2 Weeks)

- Role of Economic and Stakeholder Analysis in Investment Appraisal
- Microeconomics for Economic Evaluation of Infrastructure Investments
- Principles underlying the Economic Analysis of Projects
- Economic Cost of Foreign Exchange
- Determining the Financial and Economic Values of Existing Assets
- Economic Prices and Conversion Factors for Tradable Goods
- Measurement of Economic prices for Non – Tradable goods and services
- Economic Valuation of Transportation Investments
- Economic Evaluation of Electricity and Renewable Energy Generation Investments
- Measurement of the Economic Benefits of water projects
- Economic Opportunity Cost of Labour
- Stakeholder Analysis and Economic aspects of Foreign Financing
- Economic Opportunity Cost of Capital
- Economic Analysis of Education Projects, Human Capital and Infrastructure

Short Courses offered by the Centre

- Project Preparation (Identification, Concept and Profile Writing)
- Pre-feasibility and Feasibility Study Preparation
- Project Social Risk Management
- Project Implementation and Management
- Project Procurement
- Monitoring and Evaluation
- Impact Evaluation
- Integrated Investment Appraisal (Financial, Economic, Stakeholder and Risk Analyses)
- Climate Smart Project Appraisal (Climate Proofing of Public Investments)
- Project Environmental Risk Management

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.

Previous Research and Studies

- Study on the Impact of COVID 19 on Public Investment in Uganda
- Impact Evaluation Study on the Luweero Rwenzori Development Program
- Impact Evaluation Study on the Uganda Clean Cooking Supply Chain Expansion Project
- Pre-Feasibility and Feasibility Studies of the CoBAMS Infrastructure Expansion Project
- Study on the Performance Assessment of National Development Plan Core Projects: A Case Study of Isimba Dam
- Study on the Performance of the Integrated Bank of Projects Phase I
- Understanding the Cost Drivers of Road Construction in Uganda
- Study on the Efficiency of Public Investments in Uganda

Consultancy & Advisory Services

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.





Participants and Trainers of PIAR I Training Pose for a Photo

Achievements

Capacity Building

Financial Appraisal and Risk Analysis of Projects Training

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, Uganda Free Zones Authority (UFZA), Office of the Director Public Prosecutions (ODPP), Directorate of Government Analytical Laboratory (DGAL), Equal Opportunities Commission (EOC), Ministry of Information Communication Technology and National Guidance (MICT&NG), Uganda AIDS Commission (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. Hennery Ssebuokeera, representing the Permanent Secretary/Secretary to the Treasury (PSST) of the Ministry of Finance, Planning, and Economic Development (MoFPED). In his remarks, Dr. Ssebuokeera 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. Ssebuokeera, the Technical Adviser Budget, said.

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.



Participants and Trainers of PIAR II Training Pose for a Photo



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.

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.



Participant Feedback



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 M. Mutende (NPA)

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)

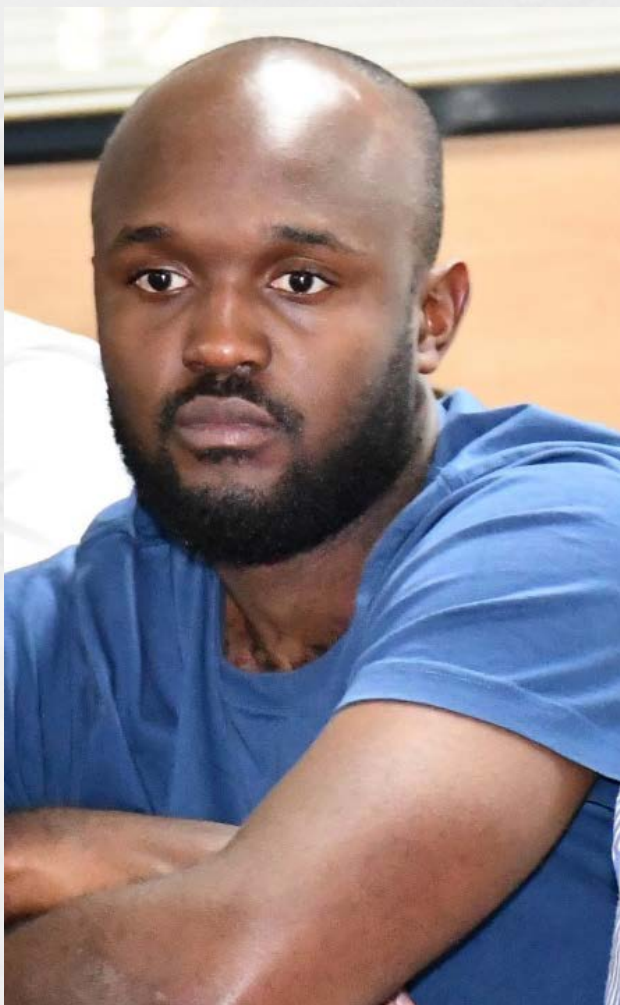


For Wofakale, the financial module's cash flow analysis and net present value (NPV) calculations stood out. The socio-economic impact assessment in the economic module added a valuable dimension to understanding project viability. While he appreciated the comprehensive structure of the training, he suggested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



Dr. John Sseruyange (L) and Prof. Edward Bbaale, some of the trainers from the PIM centre.

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.

Assessing the Performance of the Integrated Bank of Projects

By Ibrahim Mike Okumu, Winnie Nabiddo, Gertrude Aerone 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) criteria¹. 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

The Study Recommends Integration Of IBP Wth PFM Systems to enable interface with PBS, IFMS, and EGP to streamline information sharing and institutional coordination

¹ These criteria serve as a cornerstone for assessing the performance of development projects by shifting the focus of development evaluations away from solely assessing project outputs or use of funds according to what was proposed, or from the adoption of the economic rate of return estimation as the single criterion to assess a project intervention to rather the six evaluation criteria which are broader.



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

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.

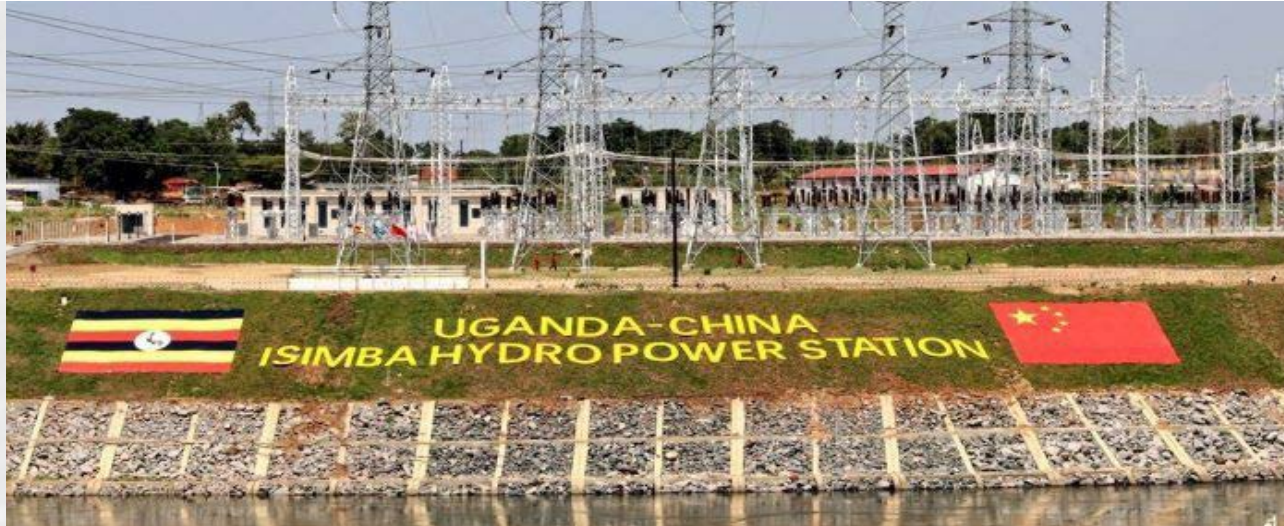
While the IBP has been successful, several functionality concerns need to be addressed:

- **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



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

1. 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.

2. 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.

- 1) The project is highly relevant to Uganda's national development priorities, contributing to Vision 2040 and the National Development Plan II.
- 2) It addresses the country's energy sector needs by enhancing electricity generation capacity and aligning with the National Energy Policy and Renewable Energy Policy.
- 3) The project supports regional integration,

being part of the Nile Basin Initiative and the Eastern Africa Power Pool.

- 4) 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.

- 1) The project delivered its intended outputs, including the hydropower plant, transmission line, bridge, and access road, which were commissioned in 2019.
- 2) 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.
- 3) 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.



The research team at Isimba Power Dam.

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.

- 1) The expected project completion has been pushed to the end of 2024, although it was commissioned in 2019.
- 2) Several snags and defects, including

mechanical, civil, and electrical works, are anticipated to increase the total project cost.

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

- 4) 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.

- 1) 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.
- 2) 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.

- 1) It is crucial for the operator, Uganda Electricity Generation Company Limited (UEGCL), to undertake proper operation and maintenance to ensure long-term sustainability.
- 2) 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.
- 3) 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.

3. Implication of findings

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

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

Implications for Project Implementation

- 1) The findings suggest a need for adaptive management practices that can incorporate lessons learned during the project lifecycle.
- 2) A robust monitoring and evaluation framework is essential to track progress and ensure the achievement of project outcomes.
- 3) Active involvement of stakeholders throughout the project can lead to better alignment with national development priorities and community needs.

Implications for Future Projects

- 1) The insights from the Isimba Dam project can inform policy development, emphasizing sustainable and efficient energy solutions.
- 2) Future projects should integrate strategic planning from inception, focusing on clear objectives, timelines, and budgeting to avoid delays and cost overruns.
- 3) The evaluation highlights the importance of assessing environmental and social impacts early in the project to mitigate negative effects and enhance positive outcomes.

4. 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.

- 1) Implement a robust monitoring and evaluation framework to track project outcomes and ensure alignment with national development priorities.
- 2) Introduce stringent quality control protocols to address snags and defects, ensuring the longevity and efficiency of the hydropower plant.
- 3) Develop comprehensive strategies to mitigate negative environmental impacts, such as habitat loss and hydrological changes, while promoting biodiversity conservation.
- 4) 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 Center of Excellence 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 catalyze 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-

The conference, organized under the theme "Navigating the Landscape of Public Investment Management in Uganda: Current Realities and Future Outlook,"



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 said that the University targets to create 100 companies every year. He further elaborated the need for the PIM CoE to study social projects such as the Parish Development Model (PDM), Universal Primary Education (UPE), and among others, emphasizing 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, emphasizing 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 the 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. Callist Tindimugaya (Director Water Resource Management, MoWE), and Eng. Isaac Wani (Director, Network Planning & Engineering/UNRA) who contributed 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 in 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.

Minister Kasaija 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



Noteworthy

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

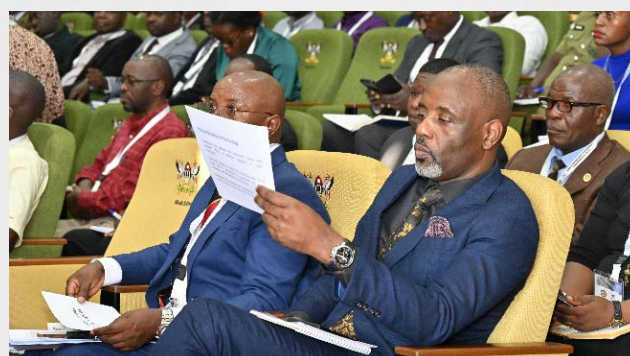
- i. **Improved Project Management:** It is crucial to strengthen project management systems to ensure timely and cost-effective delivery of public investments.
- ii. **Capacity Building:** Uganda needs to invest more in training and retaining skilled professionals in project management, especially in engineering and technical fields.
- iii. **Public-Private Synergy:** Public investments should focus on unlocking private sector growth, by reducing barriers such as high public debt and misaligned exchange rates.
- iv. **Sustainability and Evaluation:** More emphasis should be placed on the evaluation of project outcomes to ensure sustainability and efficient resource use.
- v. **Youth Unemployment:** The conference recognized the need for targeted initiatives to address the challenge of youth unemployment, particularly by creating jobs through public projects.



Bottom right: Dr. John Sseruyange the Manager PIM CoE at the Conference



Commissioner Hannington Ashaba (R) and Mr Joseph Ahaisibwe from MoFPED participated in the conference.



Dr. Joseph Muvawala (R), the ED of National Planning Authority, was one of the panelists at the PIM Conference.



Some of the Participants at the PIM Conference

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 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 in 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 MoPND 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.

Pictorial



The Minister, Hon. Matia Kasaija tours the exhibition stalls during the PIM Conference. With him are Commissioner Hannington Ashaba, PS/ST Ramathan Ggoobi, Vice Chancellor Prof. Barnabas Nawangwe and Assistant Commissioner, Ms Gertrude Basiima.



L-R: The VC, Prof. Barnabas Nawagwe, Hon. Matia Kasaija, Commissioner PAP, Mr Hannington Ashaba, Keynote speaker, Prof. Glenn Jenkins, Chair Sub Development Committee, Mr Enyimu Joseph and Dr. Callist Tindimugaya.



Panelists give insights into PIM in Uganda.



The Minister tours the Uganda Prisons exhibition stall at the PIM conference



One of the trainees, Ms Prima Ninsiima, receives her certificate of competence from the Minister. This followed completion of all the three training programs.



PIM & MoFPED staff during a Research Work in Progress Meeting at Makerere University



Trainees and trainers after training in Mbarara (PIAR II)



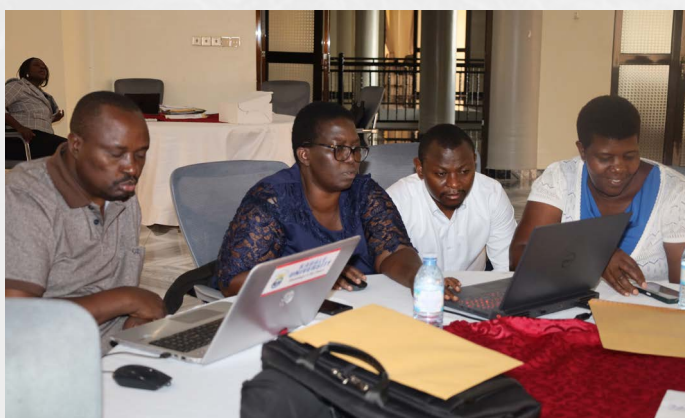
Research teams after the meeting



As part of training, the trainees visited Kyeshema Earth Dam in Kiruhura District as seen below.



Participants during the opening of the training in Mbarara



Participants undertaking group work



Team

Principal Investigator

Prof. Edward Bbaale

Co-Principal Investigator

Prof. Eria Hisali

Manager

Dr. John Sseruyange

Specialists

Prof. Ibrahim Mike Okumu

Dr. Ibrahim Mukisa

Dr. Willy Kagarura

Young Professionals

Edward Edwin Sentumbwe

Derrick Raymond Bamwe

Vanessa Birungi

Alice Nakimbugwe

Administration

Peter Mubiru – Finance Officer

Komugisha Consolate – Accountant

Betty Kyakuwa – Communication Support Officer

Charles Katongole – Administrator

Babirye Sylvia – Office Attendant

Mbayo Moses – Driver

Muhangi Gerald – Office Messenger

Co-Facilitators

Hannington Ashaba – MoFPED

Gertrude Basiima – MoFPED

Joseph Ahaisibwe – MoFPED

Belinda Bisamaza – MoFPED

Patrick Ssemyalo – MoFPED

Pheab Mukarwego – MoFPED

Hannington Musimenta – NPA

Tony Mwesigwa – MEMD

Vincent Ssajjabbi – SoE Makerere University

Jordan Paul Semwanga – SoE Makerere University

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