



MAKERERE UNIVERSITY

COLLEGE OF BUSINESS
AND MANAGEMENT SCIENCES

ANNUAL REPORT

2025



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**COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES
(CoBAMS)**

ANNUAL REPORT 2025

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Preamble

This Annual Report provides a comprehensive account of the activities, achievements, and strategic progress of the College of Business and Management Sciences (CoBAMS) at Makerere University for the year 2025. It highlights key developments across the College's core mandate areas, including teaching and learning, research and innovation, partnerships and collaborations, policy engagement, staff capacity building and welfare, student engagement and support, as well as infrastructure development.

The report reflects the College's continued commitment to academic excellence, impactful research, and community engagement, while documenting significant milestones and initiatives undertaken during the year under review. It also captures the collective efforts of staff, students, and partners in advancing the College's strategic objectives and contributing to national and global development goals.



Prof. Edward Bbaale

Principal's Message



Advancing Excellence in Teaching, Research, Innovation and Societal Impact."

The year 2025 marked a significant period of progress and consolidation for the College of Business and Management Sciences (CoBAMS), Makerere University. Through the collective commitment of staff, students, partners, and stakeholders, the College achieved important milestones in teaching and learning, research and innovation, community engagement, and policy influence.

Appreciation for Collective Effort

I sincerely thank staff across academic, research, administrative, and support units for their dedication and professionalism in advancing the College's mission. I also extend appreciation to the College leadership, students, collaborators, partners, and friends of CoBAMS globally for their valuable contributions during the year under review.

Excellence in Teaching and Research

The College continued to demonstrate excellence in

teaching and research. I congratulate staff who received Vice Chancellor's Research Excellence Awards and Best Teacher Awards across various categories. These achievements reflect both individual distinction and institutional pride. I encourage continued momentum in this regard, confident that more staff will be recognised in future.

Research, Publications, and Scholarly Visibility

Research and scholarly output remained central to the College's mandate. I

commend staff who published in peer-reviewed journals and contributed book chapters, strengthening the College's academic visibility and impact. I also recognise colleagues who secured competitive research grants at university, national, regional, and international levels, supported by the Makerere University Research and Innovation Fund (MakRIF) and partners including the Gates Foundation, UN-PAGE, GGGI, the World Bank, and Erasmus+. These achievements reflect the growing global confidence in



A year of progress, consolidation, and collective achievement driven by excellence in teaching, research, innovation, partnerships, and societal impact.

CoBAMS scholarship.

Partnerships and Academic Programme Development

The College strengthened partnerships and academic relevance through new and advanced Memoranda of Understanding with local and international partners. These collaborations support teaching, research, and policy engagement. Schools and Departments also developed and reviewed academic programmes to align with evolving economic, social, and community needs, ensuring continued responsiveness and relevance.

Policy Engagement and Societal Impact

Policy engagement remained a defining feature of the College. Staff actively contributed to policy dialogues through workshops, conferences, and seminars as well as to Publications including “Advancing Population and Development in Uganda and Beyond” in

honour of Dr. Jotham Musinguzi.

Research Development and CoBAMS Working Paper Series

I congratulate the faculty whose work featured in the CoBAMS Working Paper Series, which serves as a pipeline for peer-reviewed publications and future academic journals. During FY 2025/26, the College also disbursed internal research grants, and I encourage all staff to aim for at least one research output within the financial year.

Staff Welfare, Cohesion, and Shared Prosperity

The College invested in staff welfare and cohesion through initiatives such as the CoBAMS Physical Fitness Programme and the establishment of the Mak-CoBAMS SACCO. I commend the Deputy Principal, Associate Professor James Wokadala, and the Interim Committee for their leadership and encourage full staff participation.

Infrastructure Development and Strategic Investment

Government allocated resources to commence the CoBAMS Infrastructure Expansion Project, with the University Council approving two strategically located land parcels for implementation. The University has begun procurement for a design consultant, and the College will remain engaged to ensure the infrastructure supports teaching, research, innovation, and policy engagement.

Solidarity and Shared Humanity

While celebrating achievements, we also recognise life's challenges. I congratulate colleagues who achieved success during the year and extend heartfelt condolences to those who lost loved ones in 2025. May they find comfort, strength, and renewed hope.

Edward Bbaale, PhD
Professor and Principal



Teaching and Research Excellence



Research Publications and Grants



Partnerships



Policy Engagement



Staff Welfare



Infrastructure Development



Institutional Growth

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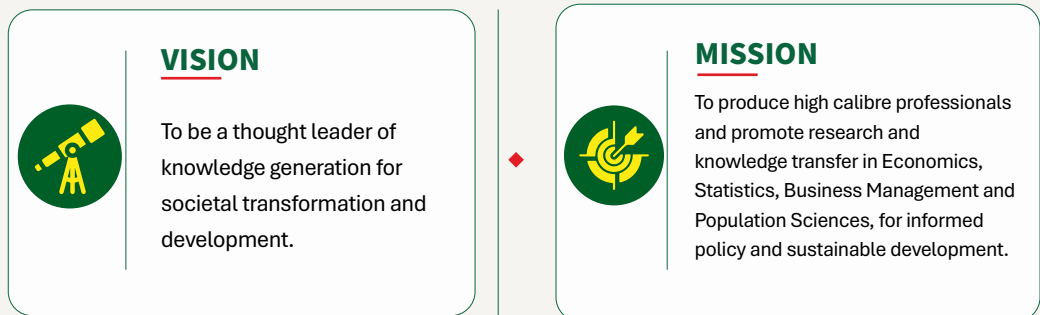
1.1 College Overview

The College of Business and Management Sciences (CoBAMS) is a key constituent college of Makerere University, established in 2011 through the integration of the former Faculty of Economics and Management and the Institute of Statistics and Applied Economics.

The College serves as a leading centre of excellence in business, economics, statistics, planning, procurement, and management sciences, delivering academic programmes from undergraduate to doctoral level.

The College of Business and Management Sciences (CoBAMS) is mandated to provide high-quality teaching, research, and service in Economics, Statistics, Business, and Population Sciences.

Vision, Mission & Core Values



CORE VALUES



Accountability



Professionalism



Inclusivity



Integrity



Respect

1.2 Schools, Departments, Research and Centres of Excellence

The College consists of a number of academic and research units that collectively support its mandate of teaching and learning, research and innovation, and community engagement. These units include Schools, Departments, and Centres of Excellence, each playing a distinct role in advancing knowledge, developing human capital, and contributing to national and regional development.

Schools and Departments

The College consists of three (3) schools and seven (7) Departments.

SCHOOL 	 DEPARTMENT
 School of Economics	1 Department of Economic Theory and Analysis
	2 Department of Policy and Development Economics
 School of Business	1 Department of Accounting and Finance
	2 Department of Marketing and Management
 School of Statistics and Planning	1 Department of Planning and Applied Statistics
	2 Department of Population Studies
	3 Department of Statistical Methods and Actuarial Science

CENTRES OF EXCELLENCE AND RESEARCH

The Centres of Excellence are specialised units created to drive high-impact research, training, and policy support in key national and regional development areas. The college consists of the following centres;



Makerere University Entrepreneurship and Innovation Centre (MakEIC)

The MakEIC is a multidisciplinary innovation hub that promotes entrepreneurship, creativity, and enterprise development among students, staff, and the wider community. The Centre supports students, innovators and entrepreneurs through capacity building, mentorship, business incubation, and linkage to funding and investment opportunities. The Centre is under the School of Business.



Public Investment Management Centre of Excellence (PIM CoE)

PIM CoE is a specialized centre dedicated to strengthening capacity in public investment planning, appraisal, implementation, and evaluation. Established to support improved management of public investments, the Centre provides training, research, and technical advisory services to government institutions and development partners. The Centre is under the School of Economics.



Environment for Development Initiative – Makerere (EfD-Mak)

EfD Mak is a research centre focused on advancing evidence-based environmental economics and sustainable development policy. The Centre undertakes high-quality research, policy analysis, and capacity building aimed at addressing key environmental and natural resource management challenges. This Centre is under the School of Economics.



Centre for Population and Applied Statistics (CPAS)

CPAS is a research and training centre dedicated to advancing statistical science, population studies, and data-driven policy analysis. The Centre supports capacity building in applied statistics and demography through training, research, and technical support to both public and private sector institutions. The Centre is under the School of Statistics and Planning.

1.3 College Leadership

POSITION	OFFICER
Academic Leaders	
Principal	Prof. Edward Bbaale
Deputy Principal	Assoc. Prof. James Wokadala
Deans	
• Dean, School of Economics	Assoc. Prof. Ibrahim Mike Okumu
• Dean, School of Business	Assoc. Prof. Godfrey Akileng
• Dean, School of Statistics and Planning	Dr. Margaret Banga
Head of Departments	
• Head of Dept. Accounting and Finance	Dr. Eric Nzibonera
• Head of Dept. Marketing & Management	Dr. Jude Mugarura
• Head of Dept. Economic Theory & Analysis	Assoc. Prof. Faisal Buyinza
• Head of Dept. Policy & Development Economics	Dr. Susan Kavuma Namirembe
• Head of Dept. Planning & Applied Statistics	Dr. John Bosco Asiimwe
• Head of Dept. Statistical Methods & Actuarial Science	Dr. Felix Wamono
• Head of Dept. Population Studies	Dr. Allen Kabagenyi
Heads of Administrative Units	
• College Bursar	Mr. Peter Mubiru
• College Human Resources	Ms. Rachael Irikiriza
• Principal Communication Officer	Ms. Ritah Namisango
• College Registrar	Ms. Ann Auma
• College Librarian	Ms. Sylvia Munafu
• College Procurement officer	Mr. David Ikomo
• Administration-Office of the Principal	Ms. Sarah Wegosasa
• College Custodian	Mr. Joseph Ikarokok
School Registrars	
• Registrar-School of Business	Ms. Juliet Mirembe Sewankambo
• Registrar - School of Economics	Ms. Namazzi Madrine Kayima
• Registrar - School of Statistics and Planning	Ms. Stella Butamanya



2.0

TEACHING, LEARNING AND EXAMINATIONS

2.0

Teaching, Learning and Examinations

The teaching and learning functions at the College were guided by a commitment to academic excellence, quality assurance, and student-centered learning. The College continued to deliver its academic programmes through diverse teaching approaches, supported by blended learning and continuous curriculum development. Assessment and examinations were conducted in line with university regulations to ensure fairness, integrity, and the production of competent graduates equipped to meet contemporary development challenges.

2.1 Academic Programmes

The College offered a diverse range of undergraduate and postgraduate programmes designed to equip students with analytical, managerial, entrepreneurial, and policy-oriented competencies. These programmes are aligned with Makerere University's strategic objectives and national development priorities.

School of Economics	Duration
PhD in Economics (by Coursework and Research)	3
PhD in Economics (by Research only)	3
Master of Arts in Economics	2
Master of Arts in Economic Policy Management	2
Master of Arts in Economic Policy & Planning	2
Master of Science in Economic and Investment Modelling	2
Bachelor of Arts in Economics	3

School of Statistics and Planning	Duration
PhD in Population Studies (by Research)	3
PhD in Statistics (by Research)	3
Master of Science in Population & Reproductive Health	2
Master of Science in Quantitative Economics	2
Master of Demography and Population Studies	2
Master of Statistics	2

School of Statistics and Planning	Duration
Postgraduate Diploma in Quantitative Economics	1
Postgraduate Diploma in Statistics	1
Postgraduate Diploma in Population & Reproductive Health	1
Postgraduate Diploma in Demography and Population Studies	1
Bachelor of Science in Actuarial Science	3
Bachelor of Science in Population Studies	3
Bachelor of Statistics	3
Bachelor of Science in Quantitative Economics	3

School of Business	Duration
PhD (by Research)	3
PhD in Management (by Coursework and Research)	3
PhD in Accounting and Finance (by Coursework and Research)	3
Master of Arts in Financial Services	2
Master in Public Infrastructure Management	2
Master of Business Administration	2
Master of Science in Investment and Risk Management	2
Master of Science in Development Finance	2
Master of Science in Accounting and Finance	2
Executive Master of Business Administration	2
Bachelor of Business Administration	3
Bachelor of Commerce	3

Accredited Programmes

During the year, two academic programmes were accredited by the National Council for Higher Education (NCHE). These include: PhD in Management, and the PhD in Accounting and Finance.

2.2 Students' Enrolment

In 2025, the College continued to grow, demonstrating its relevance in offering competitive academic programmes in business, economics, management, statistics,

planning and related fields. A total of **4,167 students** were enrolled in the College during the 2024/2025 Academic Year, comprising **2,151 females** and **2,016 males**. Below is the statistical enrolment report for the 2024/2025 Academic Year, disaggregated by School and programme;

Programme		Year of Study	Female	Male	Total
1	School of Statistics and Planning				
1	Bachelor of Science in Population Studies	1	54	33	87
		2	33	34	67
		3	13	8	21
2	Bachelor of Science in Actuarial Science	1	47	31	78
		2	53	51	104
		3	8	23	31
3	Bachelor of Science in Quantitative Economics	1	55	67	122
		2	74	62	136
		3	20	40	60
4	Bachelor of Statistics	1	50	53	103
		2	64	48	112
		3	17	29	46
5	Postgraduate Diploma in Statistics	1	1	-	1
6	Master of Demography and Population Studies	1	4	5	9
		2	1	-	1
7	Master of Science in Quantitative Economics	1	8	5	13
		2	8	19	27
8	Master of Science in Population & Reproductive Health	1	3	1	4
		2	-	1	1
9	Master of Statistics	1	1	-	1
		2	11	23	34
10	Doctor of Philosophy (school of Statistics and Applied Economics)	1	1	2	3
		2	-	1	1
		4	-	2	2
TOTAL			526	538	1,064

Programme		Year of Study	Female	Male	Total
2	School of Business				
1	Bachelor of Business Administration	1	251	115	366
		2	175	100	275
		3	63	52	113
2	Bachelor of Commerce (BCOE)	1	189	147	336
		2	167	166	333
		3	30	55	84
3	Bachelor of Commerce External (BCOX)	1	67	68	135
		2	54	81	135
		3	1	-	1
		4	59	58	117
4	Master of Public Infrastructure Management	1	9	8	17
		2	1	4	5
5	Master of Business Administration	1	81	90	171
2		76	74	150	
6	Master of science in Investment and Risk management	1	3	7	10
		2	4	3	7
7	Master of Science in Accounting and Finance	1	10	12	22
		2	5	3	8
TOTAL			1,245	1,043	2,288
3	SCHOOL OF ECONOMICS				
1	PhD (Economics)	1	4	5	9
		2	-	3	3

Programme		Year of Study	Female	Male	Total
2	Master of Arts in Economics	1	-	3	3
		2	3	6	9
3	Master of Arts in Economic Policy Management	1	11	15	26
4	Master of Arts Economic Policy and Planning	1	12	18	30
		2	25	23	48
5	Bachelor of Arts in Economics	1	162	134	296
		2	107	115	222
		3	45	96	141
6	Bachelor of Arts in Development Economics	2	2	1	3
		3	9	16	25
TOTAL			380	435	815

2.3 Orientation of new students



Some of the First Year Students during the Orientation held on 5 th August 2025 at Yusuf Lule Central

Teaching Facility Auditorium The College conducted a four-day orientation programme for first-year students admitted for the 2025/2026 Academic Year, commencing on 5th August 2025. The programme brought together students from the Schools of Economics, Business, and Statistics and Planning. The Orientation was designed to facilitate their smooth transition into university life by introducing them to the academic environment, institutional policies, administrative and student support services.

During the orientation, students were introduced to the College leadership, academic policies, support services, and key institutional resources. The Principal, Prof. Edward Bbaale encouraged students to remain focused on their academic goals, uphold the values and regulations of the University, and take advantage of the opportunities available to them. Various College and University officials delivered presentations on academic processes, student welfare, counselling services, financial management, library resources, information technology systems, leadership development, and safeguarding policies.

Over the course of the programme, students participated in sessions on academic expectations, student responsibilities, health and wellness, gender mainstreaming, library orientation, and practical ICT training, all aimed at equipping them for a successful transition into higher education.

2.4 Teaching and End of Semester Examinations

The College successfully implemented the planned teaching and learning activities during the reporting period in accordance with the University academic calendar. For Semester II of the 2024/2025 Academic Year, lectures were conducted over a 15-week period, culminating in the administration of end-of-semester examinations for both undergraduate and postgraduate programmes between May and June 2025.

The 2025/2026 Academic Year commenced on 9th August 2025, with teaching activities progressing smoothly across all academic programmes. Semester I lectures were delivered over the prescribed 15-week period, and end-of-semester examinations were successfully administered between November and December 2025. The examination process was conducted in line with University regulations, ensuring the integrity, fairness, and quality of academic assessment.

2.5 Field Attachments

Field attachment remained an integral component of teaching and learning at CoBAMS, providing students with practical exposure to professional work environments and enabling them to apply classroom knowledge to real-world situations. During the reporting period, students were placed in a wide range of public and private

sector organizations, non-governmental organizations, financial institutions, and development agencies, where they gained hands-on experience relevant to their fields of study.

The field attachment programme was coordinated by the respective Schools and Departments, with supervision provided by academic staff to monitor students' progress and ensure that the learning objectives were achieved. The programme strengthened students' professional competencies, enhanced their employability, and fostered stronger linkages between the College and industry.

2.6 Academic staff

The College's teaching and learning function is supported by a qualified and diverse academic workforce. In 2025, teaching and learning activities were delivered by **2** Professors, **9** Associate Professors, **27** Senior Lecturers, **38** Lecturers, **41** Assistant Lecturers, and **8** Graduate Fellows, bringing the total academic staff to **125**. This cadre of staff played a central role in delivering academic programmes, supervising student research, mentoring learners, and contributing significantly to the College's mandate.

2.7 Management and Administration of Results

The management and administration of examinations at CoBAMS was conducted in accordance with the University's academic regulations and established quality assurance procedures. The process was coordinated through the respective Schools and Departments, with oversight provided by the College Examination Committee in collaboration with the Academic Registrar.

Coursework assessments and end-of-semester examinations were administered as scheduled in approved academic calendars, with strict adherence to examination timetables and invigilation guidelines to uphold academic integrity. Marking and grading were undertaken by academic staff, followed by internal moderation at Department and School levels to ensure consistency, fairness, and academic standards.

Examination results were systematically compiled, reviewed, and validated through School Boards and the College Board before submission to the Academic Registrar for final processing and official release. This structured approach ensured the timely production of credible results and reinforced transparency, accountability, and quality assurance in the assessment process throughout the year.

2.8 Achievements at the 75th Graduation

At the 75th Graduation Ceremony, the Vice Chancellor, Prof. Barnabas Nawangwe,

described CoBAMS as a strategic centre of excellence in teaching, research, and public sector engagement, highlighting the College’s growing role in strengthening University–government linkages through evidence-based collaboration and capacity-building initiatives.

CoBAMS Presents 1,523 Graduands at the 75th Graduation Ceremony

During the 75th Graduation Ceremony, CoBAMS presented students for graduation on 14th January 2025. The College presented a total of **1,523** graduands, consisting of **7** PhDs, **195** master’s degrees, **3** postgraduate diplomas, and **1,318** bachelor’s degrees. It is important to note that **53% (805)** were female and **47% (718)** were male.



Commemorative Photo: The Principal (4th L), Prof. Edward Bbaale with some of the PhD graduands

Statistical Summary of CoBAMS Graduands at the 75th Graduation

	Programme	Female	Male	Total
A	Doctorate Programmes	4	3	7
	Doctorate of Philosophy in Economics	4	3	7
B	Master Degree Programmes	69	126	195
	Degree of Master of Arts in Economics	4	7	11
	Degree of Master of Arts in Economic Policy and Planning	8	26	34
	Degree of Master of Arts in Economic Policy Management	11	8	19
	Degree of Master of Arts in Demography	-	1	1
	Degree of Master of Business Administration	26	44	70
	Degree of Master of Financial Services	4	10	14
	Degree of Master of Public Infrastructure Management	2	7	9
	Degree of Master of Science in Population and Reproductive Health	1	3	4
	Degree of Master of Science in Quantitative Economics	2	8	10
	Degree of Master of Statistics	11	12	23
C	Postgraduate Diploma Programmes	1	2	3
	Postgraduate Diploma in Statistics	1	2	3
D	Undergraduate Degree Programmes	731	587	1,318
	Degree of Bachelor of Arts in Development Economics	23	20	43
	Degree of Bachelor of Arts in Economics	112	88	200
	Degree of Bachelor of Business Administration	198	103	301
	Degree of Bachelor of Commerce	208	184	392
	Degree of Bachelor of Science in Actuarial Science	41	34	75

Programme	Female	Male	Total
Degree of Bachelor of Science in Business Statistics	13	28	41
Degree of Bachelor of Science in Population Studies	19	12	31
Degree of Bachelor of Science in Quantitative Economics	54	62	116
Degree of Bachelor of Statistics	63	56	119
GRAND TOTAL	805	718	1,523
PERCENTAGE	53%	47%	

2.9 CoBAMS Annual Doctoral Colloquium



Participants at the COBAMS Annual Doctoral Colloquium on 3rd October 2025

CoBAMS held its Annual Doctoral Colloquium from 1st to 3rd October 2025 under the theme, “Positioning Graduate Training in National and Global Trends.”

The Colloquium is an important platform for advancing graduate research and aligning doctoral training with the College’s strategic priorities. The College leadership underscored the Colloquium’s role in enhancing the quality of the doctoral journey, from research conceptualization and proposal development to publication and dissemination of findings.

The 2025 Colloquium provided PhD candidates with a structured platform to present their research proposals, progress reports, and draft findings to panels of senior academics and peers for critical review and constructive feedback. This process strengthened the quality of doctoral research by enhancing methodological rigor, scholarly engagement, and publication readiness.

Therefore, the Colloquium reinforced the College’s commitment to transformative scholarship, mentorship, and embedding doctoral research at the centre of national and global development priorities.

2.10 CoBAMS PhD scholars Meeting

The CoBAMS PhD Scholars meeting 2025 was held on 24th September 2025. Over **67** PhD students participated in the Scholars meeting aimed at promoting multi-disciplinary research and collaboration as well as peer support and mentorship.

The meeting aligned doctoral training with Makerere University’s research agenda and introduced the CoBAMS Doctoral Forum as a platform for collaboration and engagement.

The College Principal, Prof. Edward Bbaale urged scholars to collaborate across disciplines, join professional research networks, and contribute to knowledge and societal impact. College leaders, including Assoc. Prof. James Wokadala (Deputy Principal), Assoc. Prof. Ibrahim Mike Okumu (Dean, School of Economics), Assoc. Prof. Godfrey Akileng (Dean, School of Business), Dr. Margaret Banga (Dean, School of Statistics and Planning), and Dr. Kasimu Sendawula (Graduate Students Coordinator), emphasized interdisciplinary research, timely completion, peer support, and active participation in academic networks.

The forum included presentations on PhD processes, research planning, and networking, and concluded with the establishment of the CoBAMS PhD Forum Executive Committee to coordinate peer engagement and collaboration.



The Deputy Principal (7 th R), the respective Deans, in a commemorative photo with some of the PhD Scholars, facilitators, and administrative staff

2.11 CoBAMS PhD Forum Executive Committee

During the PhD Scholars' Meeting, CoBAMS doctoral students elected the Executive Committee of the PhD Forum to coordinate peer engagement, research collaboration, and scholarly support across the Schools of Business, Economics, and Statistics and Planning.

The elected members included:

1. Mr. George Robert Okello – President
2. Ms. Sylvia Namujjuzi – Vice President
3. Mr. Derrick Mbalule – Secretary
4. Mr. Emmanuel Othieno – Finance
5. Ms. Hellen Arinaitwe – Coordination and Planning
6. Ms. Deborah Ayebare – Publicity

With the mentorship of the Graduate Students Coordinator, **Dr. Kasimu Sendawula**, the Committee represents doctoral scholars, promotes collaboration, organises academic activities, and undertakes activities aimed at strengthening communication between PhD candidates and the College leadership.

2.12 PhD Defenses

In 2025, CoBAMS successfully conducted nine (9) PhD public defenses, reflecting its commitment to doctoral training and the production of research that addresses national and regional development challenges.

Date of Defense	Phd Candidate	Thesis Title	Supervisors
School of Economics			
20/12/2025	Mr. Bashir Rajab Kagere	Firm Innovation Behaviour and Performance	Dr. Thomas Mwebaze Dr. Nicholas Kilimani
20/12/2025	Mr. Faustino Byanyima	The Effect Of Internet Use on Development Indicators in Selected Sub-Saharan African Countries	Associate Professor John Bosco Nyanzi Professor Bruno Lule Yawe
25/12/2025	Mr. Maxwell Clovice Kamanyire	Rural Electrification and Household Socio-Economic	Associate Professor Fred Matovu Dr. Paul Wabiga
23/04/2025	Mr. Jordan Paul Semwanga	Crop Production and Welfare Effects of Using Sludge Manure among Rural Households in Selected Districts of Central Uganda	Dr. Aggrey Niringiye Dr. John Sseruyange
School of Statistics and Planning			
04/12/2025	Ms. Christine Kim Atuhairwe	Health-Related Quality of Life, Viral Load Suppression and Survival Among Older Persons Living with HIV in Uganda	Associate Professor L. K. Atuhaire Dr. Cyprian Misinde

Date of Defense	Phd Candidate	Thesis Title	Supervisors
18/12/2025	Mr. Hillary Muhanguzi	Methodological Aspects in the Construction of a Composite Indicator of Service Delivery in Uganda	Dr. Yeko Mwanga Assoc. Prof. James Wokadala Prof. Francesca Bassi Prof. Muuela Scioni
School of Business			
08/10/2025	Ms. Tuhaise Betty Tumuhirwe	Bond market Development, Government Effectiveness, Private Sector Participation, and Infrastructure Development in Africa.	Dr. Eric Nzibonera Dr. Yusuf Kiwala Dr. Jude Thaddeo Mugarura
14/10/2025	Ms. Apon Linda Ismene	Internal Control Systems, Leadership Style, Cash flow Management Behaviour and Sustainability of Small and Medium Enterprises in Uganda	Dr. Ismail Kintu Dr. Geoffrey Nuwagaba
20/08/2025	Mr. Musa Sennanda	Islamic Finance, Transparency, Access to Finance and Poverty Mitigation in Countries Financed by Islam Development Bank	Dr. Ahmed Mutunzi Kitunzi Dr. Gerald Kasigwa Dr. Ismail Kintu

2.13 Collaborations in Teaching and Learning

In 2025, CoBAMS strengthened teaching and learning through collaborations with national and international partners, focusing on classroom technology, professional training, and applied research to enhance educational quality and industry relevance.

NAECHSTENLIEBE Smart Board Donation to CoBAMS

Makerere University received an interactive smart board valued at USD 10,000 from NAECHSTENLIEBE, a German charity organisation, to support teaching, learning and research at CoBAMS. The smart boards enhance interactive teaching, blended learning, graduate supervision, and global research collaboration.

The equipment was handed over to CoBAMS on 24th March 2025. At the hand-over ceremony, the Acting Deputy Vice Chancellor (Academic Affairs), Prof. Buyinza Mukadasi was represented by the College Principal, Prof. Edward Bbaale.



L-R: Dr. Proscovia Katumba, Prof. Edward Bbaale, Assoc. Prof. John Bosco Nyanzi, Assoc. Prof. Godfrey Akileng and Dr. Cathy Mbidde CoBAMS receives a donation of 40 laptops and 10 projectors

The Church of Jesus Christ of Latter-day Saints donated 40 laptops and 10 projectors to support teaching, learning, and research at the School of Business, CoBAMS.

The delegation, led by Brother Christophe` Gérard Giraud, engaged with Makerere University leadership, including faculty and staff from the Departments of Marketing and Management, and Accounting and Finance. During the handover held on 5th May 2025, Brother Giraud emphasised the Church's commitment to education and expressed confidence that the equipment would enhance classroom interaction and the learning environment.

The Acting Deputy Vice Chancellor (Academic Affairs), Prof. Buyinza Mukadasi, noted the importance of ICT in advancing teaching, learning, and research, and its alignment with the University 5.0 vision which is centered on integrated ICT. The Principal-Prof. Edward Bbaale, described the donation as timely and vital for strengthening the College's teaching and research agenda.



NEAR-ER Early Career Researchers and Graduate Students' Dialogue

Makerere University is implementing the Network on Europe and Africa Relations-Education and Research (NEAR-ER) project, which seeks to strengthen collaboration in higher education through dialogue, events, scholarly debates, exchange of best practices, and dissemination of research and techniques.

On 16th June 2025, the CoBAMS School of Statistics and Planning, hosted the NEAR-ER dialogue, which brought together early career researchers and graduate students from higher education institutions in Uganda.

Held in the Makerere University Main Hall, the dialogue featured an overview of the NEAR-ER project, a panel discussion on the career prospects in the EU, and an interactive question and answer session. The dialogue presented an opportunity to participants to engage with leading scholars in Europe-Africa relations, network with academics across continents, explore research and career prospects in EU-Africa

partnerships, contribute to meaningful discussions on contemporary challenges affecting both continents, and gain insights into current trends and future directions in Europe-Africa cooperation.

The following members of the NEAR-ER project tipped early career researchers and graduate students on Africa and Europe relations including research, partnerships, academics, access to scholarships, mobility, networking, and among other important aspects: Prof. Muller Gustavo-the Overall Principal Investigator from KU Lueveni, Prof. Chris Nshimbi-Africa Principal Investigator from University of Pretoria, and Dr. John A. Mushomi-Principal Investigator at Makerere University.



The event provided a platform for discussions on research collaboration, academic mobility, scholarships, and career opportunities within EU–Africa relations. It also promoted networking, knowledge exchange, and capacity building for young scholars. The initiative received strong support from the College leadership, reaffirmed CoBAMS’ commitment to strengthening international academic collaboration and advancing research partnerships between African and European institutions.



2.14 MoUs signed to enhance teaching, learning and research

Date of Signing	Objective of the MoU	Signing Authorities	Implementing Entities/Units
06/05/2025	Makerere University signed a Memorandum of Understanding (MoU) with the Insurance Training College aimed at enhancing professional training, research, and industry engagement in the fields of actuarial science and insurance. The MoU is expected to significantly benefit students, particularly those pursuing Actuarial Science.	Vice Chancellor of Makerere University, Prof. Barnabas Nawangwe CEO of the Insurance Training College, Mr. Saul Sseremba.	College of Business and Management Sciences (CoBAMS) Makerere University Insurance Training College (ITC)
27/08/2025	Makerere University, through the College of Business and Management Sciences (CoBAMS) and the Economic Policy Research Centre (EPRC), signed an open MoU with the London School of Economics and Political Science (LSE). The MoU is one of several initiatives aimed at strengthening the university's global collaborations and research partnerships.	Vice Chancellor of Makerere University, Prof. Barnabas Nawangwe Dr. Richard Newfarmer, Country Director for Uganda and Rwanda (IGC) Dr. Nhial Kuch, Senior Country Economist (IGC) Dr. Sarah Sewanyana, Executive Director, (EPRC)	College of Business and Management Sciences Economic Policy Research Centre London School of Economics and Political Science

06/12/2025	Makerere University entered into a ground-breaking partnership with the U.S.-based Fintech company SoonPay, marking a major breakthrough in Uganda's push to integrate emerging technologies into research, innovations, higher education and national development. Signed during a high-energy event that brought together over 800 students, faculty, industry partners, and technology leaders, the MoU institutionalizes the collaboration of Makerere University through the Makerere University Technology and Innovation Centre and SoonPay LLC.	Vice Chancellor of Makerere University, Prof. Barnabas Nawangwe Mr. Frantz Morency, Chief Executive Officer of SoonPay L.L.C The signing ceremony was witnessed by Dr. Cathy Ikiror Mbidde-Manager of Makerere University Technology and Innovation Centre and Ms. Vuyani Jones-Blockchain Infrastructure Manager	Makerere University Technology and Innovation Centre SoonPay
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Makerere University, through the College of Business and Management Sciences (CoBAMS) and the Economic Policy Research Centre (EPRC), signed an open MoU with the London School of Economics and Political Science (LSE) on 27th August 2025.



Mak Vice Chancellor, Prof. Barnabas Nawangwe and CEO Insurance Training College, Mr. Saul Sseremba signing the MoU on 6th May 2025

2.15 Students' Career Guidance and Development

In 2025, CoBAMS continued to implement structured initiatives aimed at equipping students with the knowledge, skills, and attitudes required for a smooth transition from academic life to the world of work. Through career guidance seminars, mentorship programmes, and industry engagement sessions, students were exposed to diverse career pathways in business, economics, management, public policy, and related fields.

Mak-ACCA Career Workshop: Equipping Students for Professional Success in Accounting and Finance

The Mak-ACCA Career Workshop was held on 1st April 2025 at the Yusuf Lule Central Teaching Facility Auditorium, bringing together over 600 CoBAMS students in a collaboration between ACCA Uganda and the Department of Accounting and Finance. The workshop provided a platform for engagement with industry professionals, focusing on career development, professionalism, and global employability in accounting and finance.

Opening the event, Prof. Edward Bbaale, Principal of CoBAMS, emphasized strengthening academia–industry linkages. He encouraged students to envisage themselves as “global candidates” and highlighted that career success depends on personal responsibility, continuous learning, and gaining practical experience through internships and volunteering.

The keynote speaker, Mr. Robert Busuulwa (Founder and Managing Partner of Forvis Mazars Uganda) emphasized that success is driven by discipline, focus, and intentional planning, encouraging students to identify their strengths, pursue continuous self-improvement, and take ownership of their career paths. He urged students to embrace

emerging technologies such as artificial intelligence and data analytics, while remaining adaptable in a rapidly changing professional environment.



[R -L] Keynote Speaker Mr. Robert Busuulwa, Ms. Charlotte Kukunda - Country Manager, ACCA Uganda, Dr. Eric Nzibonera and Ms. Jackie Mbabazi the Business Relationship Manager at ACCA Uganda.

From CoBAMS, Dr. Godfrey Akileng, Dean of the School of Business, and Dr. Eric Nzibonera, Head of the Department of Accounting and Finance, emphasized that effective career development and leadership require strategic thinking, adaptability, continuous professional growth, and strong foundations in financial literacy and accounting. They noted that the workshop was designed to equip students with practical competencies to navigate an evolving labour market and make informed professional choices.

Key speakers from ACCA Uganda including Ms. Charlotte Kukunda (Country Manager), and Ms. Jackie Mbabazi (Business Relationship Manager), highlighted career readiness, ethical practice, digital transformation, and the value of globally recognized qualifications such as ACCA. They urged students to build competencies aligned with evolving industry demands, including AI, ESG reporting, and data analytics.

Mak CoBAMS and Bank of Uganda Career Talk: Positioning Economics Students for National and Global Relevance



Commemorative Photo: Bank of Uganda and Mak CoBAMS Career Talk

The Bank of Uganda, in partnership with CoBAMS, hosted a career talk for economics students at Makerere University Yusuf Lule Central Teaching Facility Auditorium on 14th April 2025 under the theme “Beyond the Book–Positioning Economics Students for National and Global Relevance.” The session enhanced students’ understanding of career pathways, professional expectations, and the practical application of economic theory.

Speaking at the event, the Principal, Prof. Edward Bbaale reaffirmed the value of the long-standing partnership between CoBAMS and the Bank of Uganda in enriching teaching and learning through practical exposure. The Dean, School of Economics, Associate Prof. Ibrahim Mike Okumu emphasized the role of economics in addressing real-world challenges. The Dean highlighted the planned launch of the Master of Science in Economic and Investment Modelling in August 2025.

The keynote speaker, Mr. Jonah Waiswa (Head of Stakeholder Engagement at the Bank of Uganda), shared insights on monetary policy and career development, and announced the Bank’s commitment to institutionalize annual monetary policy and career dialogues with CoBAMS to strengthen student engagement and employability.

The session brought together a panel of distinguished speakers who shared their professional journeys, offering students practical guidance on transitioning from university life to the world of work.



Safeguarding: Championing a culture of safety and shared responsibility



Assoc. Prof. James Wokadala addresses CoBAMS students on 13th October 2025.

To reinforce a safe, inclusive, and supportive campus environment, Makerere University held a safeguarding dialogue under the campaign “Safeguarding Starts with Me” on 13th October 2025 at CoBAMS. The session, organized by the Office of the Dean of Students in partnership with the Mastercard Foundation Scholars Program, focused on promoting shared responsibility in preventing harm and ensuring student and staff well-being.

The Deputy Principal, Assoc. Prof. James Wokadala, emphasized safeguarding as a global standard rooted in dignity, protection, and ethical conduct. University officials

highlighted the link between safety, mental health, and institutional responsibility.

A key highlight of the event was the introduction of student safeguarding champions—trained peer advocates committed to promoting safety, inclusion, and well-being. Among them were Ms. Miracle Nassazi (School of Statistics and Planning), Mr. Simeon Tugolozé, and Ms. Edinah Kamurasi (School of Economics). These student safeguarding champions were introduced to support peer engagement and early response to distress cases.

The dialogue reinforced safeguarding as a collective commitment to building a respectful, inclusive, and secure university community.

Graduate Training and Information Session: Equipping students with employability skills

The School of Business, in partnership with Dovetons Consult Ltd, conducted a graduate training and information session to equip students with essential skills for navigating the professional world.

Held on 12th May 2025, the graduate training session on bridging employability skills targeted final-year students studying Bachelor of Business Administration, and Bachelor of Commerce.

The key speakers included: CPA Anthony Kitongo-Team Leader at Dovetons Consult Ltd, Mr. Fred Andema (FCCA, CPA)-Managing Partner at Andema Fred and Associates, Dr. Martin Bakundana-Coordinator of Partnerships and Collaborations at the School of Business, and Associate Professor Godfrey Akileng-the Dean, School of Business.

Opening the graduate training session, Dr. Bakundana emphasized the importance of bridging academic knowledge with real-world experience. Dr. Bakundana stated that the initiative is part of a broader effort to enrich academic programs with industry insights, enabling students to transition more smoothly from classroom learning to the demands of the job market. “These engagements are designed to provide students with tools that prepare them for professional excellence beyond the university walls,” he said.

The Dean, School of Business, Assoc. Prof. Godfrey Akileng challenged students to think beyond conventional career paths. Your degree is your foundation, but these practical experiences are pillars that will elevate your professional profile,” he said.

Highlighting the evolving nature of the accounting profession, the Dean of the School of Business, pointed out the shift from routine bookkeeping to strategic advisory roles, underscoring the importance of analytical thinking and proactive problem-solving. He asserted that Accountants who position themselves as strategic thinkers will remain relevant and indispensable in an era of automation.

CPA Kitongo delivered a compelling message on the importance of personal branding and professionalism. “First impressions matter,” he said, urging students to be deliberate when presenting themselves during interviews and networking opportunities. He outlined dressing appropriately, communicating with confidence, and demonstrating a proactive attitude as core components of professional success.

Emphasizing advanced workplace skills, such as critical thinking and problem-solving, CPA Kitongo encouraged students to actively seek knowledge beyond the classroom, leveraging online courses and self-paced learning to stay ahead. “Be the person who takes initiative,” he advised. “Those are the individuals who thrive in competitive environments.”

CoBAMS Staff and Students Sensitized on Intellectual Property Protection

The Makerere University Intellectual Property Management Office conducted a sensitization session on 23rd September 2025 for CoBAMS staff and students to enhance awareness on intellectual property (IP) protection and commercialization. The session introduced to the participants some of the key IP concepts, including patents, copyrights, trademarks, and industrial designs, and highlighted conditions for protection such as novelty, industrial applicability, and value creation.

Facilitators from the Intellectual Property Management Office, including Ms. Esther Kabinga (IP Manager), Mr. Peter Eneru, and Ms. Fazilah Nakabugo explained the University’s IP policy framework, noting ownership arrangements for staff and student innovations, as well as the University’s rights to use student work for teaching and research.

The engagement emphasized the role of IP in fostering innovation and commercialization within universities and encouraged participants to actively protect and commercialize their innovations as a contribution to a knowledge-based economy.



Student leadership: 91st CoBAMS Guild Council takes office

On 14th April 2025, the College administration, staff and students witnessed the handover of office from the 90th College Guild Council chaired by Junior Byamukama to the 91st team led by Ssozi Fahad Batte.



L-R: Chairperson of the 90th College Guild Council-Junior Byamukama, Deputy Principal-Assoc. Prof. James Wokadala, and the Chairperson of the 91st College Guild Council-Ssozi Fahad Batte.

The Chairperson of the 91st College Guild Council, Ssozi Fahad Batte expressed gratitude for the support that he received from faculty and fellow students, emphasizing the importance of collaboration and leadership in shaping the future of the college. Ssozi highlighted the need for open communication and innovative thinking among students. He called for a collective effort among students and faculty to foster integrity and purpose within the institution. He pledged an era characterized by progress, engagement, and a shared vision for excellence.

His counterpart, Byamukama Junior, the Chairperson of the 90th College Guild Council urged leaders to focus on service delivery to students. Reflecting on his tenure, Byamukama outlined the career guidance initiatives, which equipped students with valuable insights and prepared them for the future. He thanked the administration for supporting the environmental sustainability project aimed at enhancing the college's aesthetic and promoting ecological responsibility. He also mentioned the successful organization of the COBAMS Gala that showcased the college's talent and unity.

The 90th student leadership, led by Byamukama Junior, handed over files to the incoming leaders and received certificates in appreciation of their devoted service.



<https://bams.mak.ac.ug/cobams-91st-college-guild-council-takes-over-office/>

Participation in Erasmus+ KA171 International Credit Mobility

CoBAMS participated in the Erasmus+ KA171 International Credit Mobility programme (2024–2027) in partnership with the University of Padova, Italy, building on a 2021 Memorandum of Understanding. The initiative promotes academic cooperation, international mobility, and research collaboration.

The programme is coordinated by the Department of Statistical Methods and Actuarial Science (DSMAS), led by Dr. Saint Kizito Omala-Principal Investigator and Dr. Felix Wamono-Flow Coordinator, in collaboration with the international offices of both universities.

It provides fully funded mobility opportunities for students and academic staff, including study exchanges, teaching assignments, and research visits at the University of Padova, particularly in the Department of Statistical Sciences. Student mobility includes semester placements such as the Winter Semester (October 2025 – February 2026), while staff mobility supports joint teaching, supervision, and collaborative research.

The selection process involved nomination, eligibility review, and application stages coordinated between Makerere University and the University of Padova. Beyond mobility, the programme strengthens CoBAMS' internationalisation agenda through institutional networking, curriculum.



3.0

STRATEGIC PLANNING

3.0

Strategic Planning

Strategic planning is a central process that guides the growth and transformation of the College of Business and Management Sciences. During the year, CoBAMS strengthened its strategic focus by advancing a transition toward a research-driven, innovation-oriented, and globally engaged institution.

3.1 Strategic Planning Retreat

On 10th and 11th April 2025, CoBAMS convened a two-day Strategic Planning Retreat that brought together the College Management staff to align institutional priorities with the Makerere University Strategic Plan 2020–2030.

Led by the College Principal, Prof. Edward Bbaale, the retreat provided an opportunity to review the College's strategic direction and set priorities in research, graduate training, teaching, internationalization, and institutional impact. The Principal emphasized the central role of research in the University's mission, calling for strengthened graduate supervision, increased research output, enhanced student participation in research, and expanded local and international collaborations to support the University's growth agenda.

The retreat included Sessions that addressed key institutional priorities. The presenters included: Prof. James Wokadala (Deputy Principal), Dr. Julius Kikooma (Director of Graduate Training), Prof. Sylvia A. N. Nannyonga-Tamusuza (Grants Administration and Management), and Dr. Cyprian Misinde (Quality Assurance).

The retreat focused on strengthening research and grants management through multidisciplinary collaboration and increased resource mobilization; enhancing graduate training through improved supervision, mentorship, and tracking systems; promoting quality teaching through curriculum review, accreditation compliance, and effective assessment practices; and advancing internationalization through expanded partnerships, academic exchanges, and global engagement.

The College adopted a strategic approach centered on student-focused teaching and research, interdisciplinary collaboration, and strengthened partnerships and networks. These efforts were aligned with national development priorities and global trends to enhance the College's academic, research, and societal impact. The concept of research centres was redefined as collaborative teams of experts rather than physical structures, encouraging flexibility and innovation.

To strengthen implementation of its strategic priorities, the College focused on enhancing graduate training coordination and doctoral support systems, building staff capacity and welfare, and promoting continuous institutional improvement through regular strategic planning and review retreats.

Going forward, CoBAMS will align its strategic priorities with Uganda's National Development Plan IV (NDP IV), while enhancing research productivity, expanding graduate training capacity, strengthening international partnerships and visibility, and institutionalizing regular strategic review and planning processes to support continuous growth and impact.

The retreat provided a platform for building cohesion and a shared vision among the College leadership. It also emphasized staff welfare, resource mobilization, and strengthening research funding systems to support implementation of strategic priorities.

3.2 CoBAMS Infrastructure Expansion Project

The Government of Uganda approved a total of UGX 96.6 billion for the entire project. In the financial year 2025/2026, a total of UGX 10.5 billion was released to Makerere University to kick-start the planning and preliminary processes.

The Makerere University Council and Management approved two (2) locations for the CoBAMS Infrastructure Expansion Project.

The current School of Statistics and Planning site, where the existing buildings will be demolished. The new development will accommodate the School of Statistics and Planning, the CoBAMS Headquarters, and other facilities, including a business centre.

The plot adjacent to the current School of Statistics and Planning, across the road leading to Mak-RIF. A major new building will be constructed on this site to provide additional space for the Schools of Economics and Business, as well as teaching facilities and other supporting infrastructure.



Commemorative photo at the Strategic Planning Retreat



Front Row: Deputy Principal-Assoc. Prof. James Wokadala (Centre), Facilitators-Dr. Julius Kikooma (Left) and Dr. Cyprian Misinde (2nd Right) pose for a group photo with members of the College Management team.



4.0

RESEARCH,
PUBLICATIONS
AND DIALOGUES

4.0

Research, Publications and Dialogues

The College strengthened its commitment to research-driven development by promoting high-quality, policy-relevant studies and increasing scholarly output across its various schools and research centres. Academic staff and graduate students actively engaged in research activities, contributing to publications in reputable journals, working paper series, and policy briefs.

4.1 The CoBAMS Working Paper Series



Dr. Patricia Ndugga, Prof. Edward Bbaale, Prof. Sarah Ssali, Assoc. Prof. James Wokadala, Dr. William Tayeebwa, Assoc. Prof. Faisal Buyinza and a member of staff at the CoBAMS Working Paper Series 2025 launch

On 4th December 2025, CoBAMS launched the Working Paper Series 2025, an initiative aimed at strengthening research output, scholarly publication, and policy-relevant knowledge production within the College. The inaugural edition featured over **60** papers, several of which had been published in internationally recognized peer-reviewed journals.

The Series highlighted high-quality early-stage research addressing key national and global issues, including employment, climate change, governance, taxation, entrepreneurship, refugee livelihoods, and the green economy. It is aligned with the Sustainable Development Goals (SDGs), Uganda's Ten-Fold Growth Strategy, and the

Makerere University Strategic Plan, and serves as a pipeline for journal articles and other scholarly outputs.

Launching the Working Paper Series, the Deputy Vice Chancellor (Academic Affairs), Prof. Sarah Ssali commended CoBAMS for advancing Makerere's research-intensive agenda, describing the initiative as a major milestone in institutional research transformation.

Prof. Edward Bbaale noted that the Working Paper Series reflect the College's sustained investment in research excellence and knowledge generation. He highlighted that more than 90 research concepts had been funded for the 2026 cycle, with an anticipated output of over 80 working papers. He emphasized the critical role of the College's four research centres in fostering a vibrant research culture and supporting continuous scholarly output.

In the same spirit, Assoc. Prof. James Wokadala explained that the Series originated from the internal research grant scheme introduced in 2024 and noted that all working papers undergo a structured school-level review process before publication, ensuring quality and academic rigor. The initiative reinforces CoBAMS' commitment to research that informs policy, advances knowledge, and contributes to sustainable development across social, economic, and environmental dimensions.

4.2 Europe-Africa Research Collaboration

The College is implementing the Network on Europe and Africa Relations-Education and Research (NEAR-ER), a multi-disciplinary Jean Monnet policy network of 20 higher education institutions; 7 in Europe and 13 in Africa. It aims to foster dialogue, scholarly debate, and research exchange to reshape bi-regional cooperation.

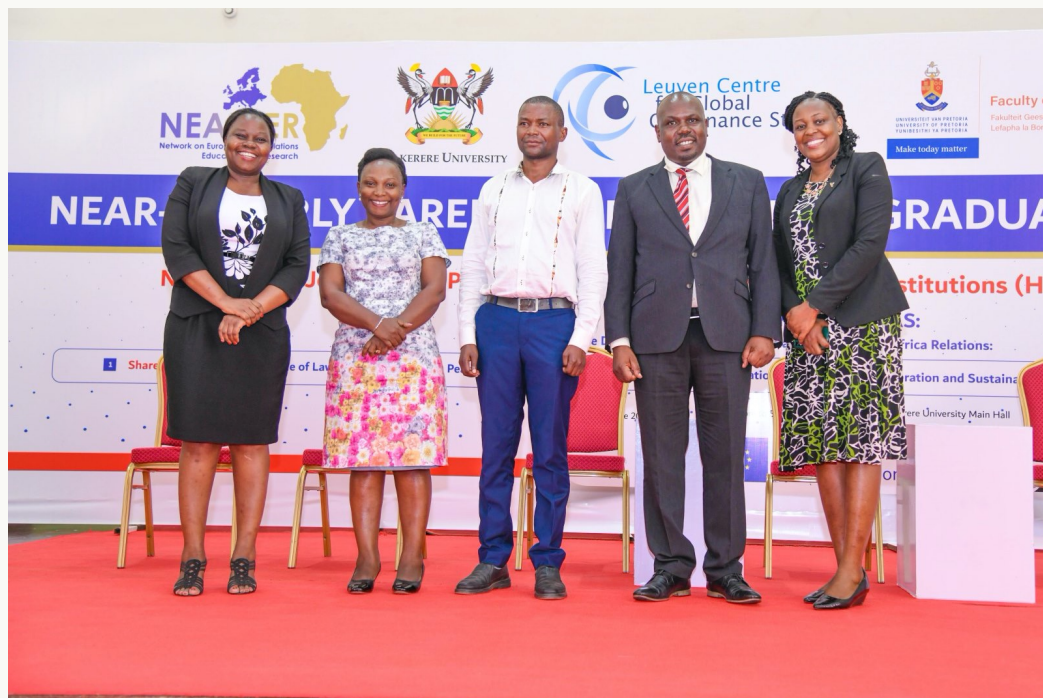
The thematic areas include:

- Shared Peace-Democracy, Rule of Law, Justice and Positive Peace Initiatives;
- Shared Prosperity-Trade Relations, Development Cooperation and Sustainability; and
- Shared Spaces-Climate Change, Energy Cooperation and Population Movement

Scheduled to be implemented within three years (December 2024 to November 2027), the NEAR-ER project is co-funded by the European Union.

Based at the School of Statistics and Planning, the NEAR-ER research team consists of the following: Dr. John M. Mushomi – Principal Investigator, Dr. Patricia Ndugga, Dr. Elizabeth Nansubuga, Dr. Olivia Nankinga, Dr. Nicholas Tunanukye and Dr. Fred Maniragaba.

Through dialogues, scholarly dissemination, and events, NEAR-ER focuses on how actors across Africa and Europe engage, diffuse ideas, and perceive one another to establish more equitable partnerships.



Part of the Research Team: Dr. John M. Mushomi – Principal Investigator (2nd R) with L-R: Dr. Elizabeth Nansubuga, Dr. Olivia Nankinga, Dr. Nicholas Tunanukye, and Dr. Patricia Ndugga.

4.3 Research Projects and Disseminations

CoBAMS strengthened its research ecosystem in 2025 through research projects, enhanced dissemination, strategic partnerships, and knowledge exchange. The College prioritized platforms linking researchers with policymakers, industry, development partners, and the wider community.

Throughout the year, staff published papers in various journals, CoBAMS organized dissemination workshops, policy dialogues, public lectures, and conference engagements to share research findings and promote evidence-based decision-making. These activities increased the visibility of scholarly work and supported collaboration, innovation, and resource mobilization.

Consolidating Early Career Academic Programme (CECAP II)

In 2025, the following CECAP II inception meetings were held:

CECAP II Research Project Title	CECAP II Team Leader	Research Activity Undertaken
Pregnancy in Sickle Cell Disease: Experiences of Women with Sickle Cell Disease in the Use of Maternal Health Care Services in Uganda.	Dr. Peninnah Agaba Doctoral Fellow-CECAP II Lecturer, Department of Population Studies, School of Statistics and Planning	Inception Meeting held on 27 th June 2025 (Lira)
The Home Environment and Early Childhood Development Outcomes in Uganda	Dr. Olivia Nankinga Fellow-CECAP II Lecturer, Department of Population Studies, School of Statistics and Planning	Dissemination workshop held on 3 rd July 2025 (Busia and Tororo)

Research Projects and dissemination activities

Research Project	Theme	Key Findings	Interventions	Key Actors
The Women RISE Project (13/03/2025)	Economic and Health Impact and the Resilience of Last Mile Populations in Artisanal and Small-Scale Mining (ASM) Settlements in Sub-Saharan Africa Before, During, and After COVID-19	High vulnerability among adolescent girls and young women, including: school dropout and early pregnancies Gender-based violence and transactional sex Exposure to hazardous mining conditions (e.g., mercury use) Severe health risks such as respiratory illness, STIs, and congenital defects Environmental contamination affecting water and food systems Limited access to health and social services	Improved resilience and livelihood transitions away from mining Strengthened individual, household, and community wellbeing Policy engagement with ministries (Gender, Health, Local Government)	Betty Kwagala Principal Investigator Makerere University Lydia Kapiriri Co-PI McMaster University, Canada Lydia Osei Co- Investigator University of Ghana Stephen Wandera Co- Investigator Makerere University Fred Ngabirano Co- Investigator/ Decision maker Ministry of Gender, Labour and Social Development - Uganda Deborah Mensah Co- Investigator Northern Empowerment Agency- Ghana Miriam Mutabazi Co- Investigator Uganda Christian University

Research Project	Theme	Key Findings	Interventions	Key Actors
Sickle Cell Disease and Maternal Health Study (Lira) (27/06/2025)	Pregnancy in Sickle Cell Disease: Experiences of Women with SCD in the Use of Maternal Health Care Services in Uganda	High prevalence of sickle cell disease in Northern Uganda Weak integration of sickle cell data in maternal health systems Gaps in monitoring, reporting, and care coordination Limited psychosocial and community-based support	Stakeholder engagement with health officials and CSOs Recommendations to improve hospital data systems Integration of maternal and sickle cell health services Strengthening psychosocial support systems	Dr. Peninah Agaba Department of Population Studies District Health Officer of Lira
Mabira Forest Co-existence Study (28/10/2025)	Exploring the Option for Co-existence of Mabira Forest and the Booming Economic Activity	Increasing pressure on Mabira Forest from agriculture, timber, and infrastructure Threats to biodiversity, climate resilience, and livelihoods Economic dependence on forest resources by surrounding communities	Stakeholder consultations with government, CSOs, and local leaders Development of evidence-based sustainable land-use models Integration of conservation and livelihood strategies	Assoc. Prof. Ibrahim Mike Okumu Principal Investigator Dr. Aisha Nanyiti Co-Investigator Dr. Salmon Mugoda Project Researcher National Forestry Authority (NFA) Makerere University Research and Innovations Fund (MakRIF)

Research Project	Theme	Key Findings	Interventions	Key Actors
Formalizing the Informal Sector for Sustainable Development (2022–2024) (29/08/2025)	Firm Formalization and Sustainable Development	About 90% of SMEs operate informally Formalization impacts vary: Tax registration improves compliance and sustainability Business registration improves legitimacy Licensing has limited impact	Simplified registration systems Green fiscal incentives Digital transformation support for SMEs	Prof. Marcus Larsen Copenhagen Business School Prof. Faisal Buyinza Local Principal Investigator Makerere University Uganda Small Scale Industries Association (USSIA)

Research Project	Theme	Key Findings	Interventions	Key Actors
Moral Hazard Incentives under Formal Insurance and Informal Insurance (2025)	From Risk to Resilience: Increasing Insurance Uptake among Farmers in Rural Uganda	Formal insurance uptake is extremely low due to: - High premiums - Limited awareness and understanding - Lack of trust in insurance systems Informal insurance networks provide support but offer incomplete protection against shocks Farmers under informal insurance tend to reduce effort due to shared risk expectations Farmers tend to increase insurance uptake after experiencing real losses, showing that experience improves risk understanding Behavioural factors strongly influence insurance decisions, not just economic constraints	Awareness programmes significantly influence insurance uptake Effective approaches include: - Simulations of risk scenarios - Testimonials from farmers who experienced losses - Practical financial education rather than theoretical messaging Behavioural learning is critical in improving adoption of formal insurance	Dr. Aisha Nanyiti Lecturer, SoE CoBAMS, Makerere Haki Pamuk Senior researcher, Wageningen University Environment for Development Initiative-Makerere (EfD-Mak)

Research Collaborations: Workshops and seminars

Date	Collaboration Title/ Theme	Partners	Purpose	Key Outcomes	Key actors
23/05/2025	<i>Understanding the future of research and training collaboration with AERC</i>	African Economic Research Consortium (AERC) Makerere University School of Economics CoBAMS State House of Uganda	Strengthen institutional collaboration in economic research and training Promote co-production of evidence-based solutions for Africa's development Align with AERC's new Strategic Plan (2025–2035) focused on research excellence and policy impact Enhance capacity building, graduate training, and policy-relevant research	Reinforced a long-standing collaboration (since 1988) between AERC and Makerere University Contributed to: - Growth in PhD-level faculty and research capacity - Development of policy-relevant economic research across Africa - Mentorship and training of leading African economists - Strengthened linkages between academia, government, and policy institutions - Scholarships and fellowships - Introduction of structured researcher networks (Fellows, Associates, Affiliates) Planned initiatives include: - Researcher database for collaboration - University programmes for joint research and supervision	Prof. Victor Murinde Executive Director AERC Dr. Charles Owino Manager of Strategic Partnerships and Resource Mobilisation - AERC Ms. Anna Owino Personal Assistant to the Director - AERC Ms. Veronica Nyanzi Representative State House-Uganda

Date	Collaboration Title/ Theme	Partners	Purpose	Key Outcomes	Key actors
18/06/2025	<i>Fostering a harmonized understanding of the STI–Economy nexus to promote coordinated policy planning and implementation</i> <i>(Policy day on Science, Technology, and Innovation Dialogue)</i>	Science, Technology and Innovation Secretariat under the Office of the President (STI-OP) Makerere University School of Economics	Bridge the gap between science, technology, and economic policy Foster coordinated policy planning and implementation Align Uganda’s economic transformation agenda with STI-driven development Integrate STI into national economic planning and policy frameworks Promote innovation-led growth and value addition Strengthen inter-sectoral collaboration across government, academia, and industry Support for Uganda’s long-term vision of transforming into a knowledge-based economy	Marked the first high-level Policy Day dialogue linking science and economics Positioned CoBAMS as a strategic partner in national policy discourse Highlighted the need to shift from: Basic research to commercialization and innovation Consumption to production and value creation Reinforced STI as a critical driver of sustainable economic transformation Recognition that innovation—not just capital investment—is key to productivity growth Call for: Greater policy–research integration Stronger collaboration across sectors Development of homegrown technologies and solutions	Dr. James Kisaale Member- STI Advisory Council Dr. Monica Musenero Minister - STI Dr. Eria Hisali School of Economics Dr. Ibrahim Mike Okumu Dean - School of Economics Dr. Cosmas Mwikirize Superintendent for Industrial Value Chain development at STI Secretariat

Date	Collaboration Title/ Theme	Partners	Purpose	Key Outcomes	Key actors
04/12/2025	Climate Smart Agriculture (CSA) Policy & Research Dialogue	Environment for Development (EfD) – Makerere Centre Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) Ministry of Water and Environment (MWE) Ministry of Finance, Planning and Economic Development (MoFPED)	Develop a coordinated roadmap for scaling CSA adoption in Uganda. Strengthen research–policy–practice linkages for climate-resilient agriculture. Address barriers such as: Low farmer awareness of CSA practices High cost of technologies, Weak extension systems Limited access to climate-smart inputs and finance Support Uganda’s broader goals of: Food security and poverty reduction Agricultural transformation under the NDP Climate resilience and sustainable growth	Strengthen agricultural extension services and farmer training Scale up affordable CSA technologies (irrigation, climate-resilient seeds, agroforestry) Promote public–private partnerships in agricultural innovation Improve research–policy integration for evidence-based decision-making Invest in post-harvest handling systems and value addition Ensure inclusive approaches targeting women and youth	Dr. John Sseruyange EfD-Mak centre Mr. Emmanuel Odeng MAAIF Dr. Aisha Nanyiti EfD Makerere Dr. Peter Babyenda Specialist Policy Engagement

Public Lectures

Date	Lecture Theme	Key Speakers	Purpose of Lecture	Key Insights	Significance of the Engagement
19/08/2025	Africa's Growth Trends and Prospects in Light of Evolving Global Challenges	Dr. Paul Mpuga Division Manager for Microeconomic Policy, Debt Sustainability and Forecasting African Development Bank Group (Keynote Speaker) Prof. Edward Bbaale Principal – CoBAMS Makerere University (Host)	Examine Africa's economic growth prospects amid global uncertainties Promote policy dialogue on sustainable and inclusive development Strengthen academic engagement and knowledge sharing within CoBAMS	Emphasis on sound macroeconomic policies Importance of investment in: infrastructure, education and skills development Need for stronger domestic revenue mobilisation to address low tax-to-GDP ratios Africa's participation in the global green economy remains limited despite high potential Call for increased investment in: Green infrastructure, Natural capital accounting and Climate-smart development strategies Promotion of: Economic diversification, Youth employment creation, Regional integration, Efficient resource utilization as a foundation for long-term resilience and growth	Reinforced CoBAMS' role as a platform for policy-relevant academic dialogue Strengthened linkages between academia, policy institutions, and development partners Affirmed the College's commitment to advancing research that informs sustainable and inclusive development in Africa

Research Grants

No.	Project Name	Principal Investigator
1	Environment for Development Initiative (EfD-Mak Centre)	Prof. Edward Bbaale
2	Research on energy demand and efficiency among households and Small and Medium Scale Industries (SMEs) in Uganda	Dr. Peter Babyenda
3	Impact Evaluation of Policies for including Refugees in the National Education System in Uganda (2025-2029)	Assoc. Prof. James Wokadala
4	Master of Arts in Economics (MA ECON) Programme	Assoc. Prof. Ibrahim Mike Okumu
5	CASH-IN Privately Managed cash transfers in Africa	Prof. Bruno Yawe
6	Inclusive Green Economy (IGE- EfD MAK)	Prof. Edward Bbaale
7	Economic and Health Impact and the resilience of last mile populations in artisanal and small scale mining unplanned settlements in Sahara Africa	Prof. Betty Kwagala
8	Clean Energy for Development - A Call for Action	Prof. Edward Bbaale
9	Savings and Climate Change in Uganda	Dr. Aisha Nanyiti
10	Pilot Project 'Enhancing entrepreneurs: An Impact evaluation of the Stanbic business incubator enterprise development programme	Dr. Nicholas Kilimani
11	Training of Delegates from Somalia in Infrastructure Asset Management	Dr. John Sseruyange
12	Resilience and Adaptation Mainstreaming Program	Prof. Edward Bbaale
13	Centre of Excellence for Africa Climate Sensitive Macroeconomic Modelling (CEACM)	Prof. Edward Bbaale
14	Network on Europe and Africa Relations-Education and Research (NEAR-ER) project (2024-2027)	Dr. John M. Mushomi
15	Integrating Natural Capital and Climate Change Variables in Macroeconomic Modelling	Prof. Edward Bbaale

4.4 Research Publications, Book Chapters and Policy Briefs

CoBAMS strengthened its research output through increased publications, book chapters, and policy briefs, reinforcing its role in generating evidence-based knowledge for academic and policy impact.

Publications

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5.0

ENTREPRENEURSHIP AND INNOVATION

5.0

Entrepreneurship and Innovation

CoBAMS strengthened the integration of entrepreneurial and innovative approaches within its activities, academic programmes, research, and industry engagement. It advanced experiential learning through incubation initiatives, mentorship, innovation challenges, and strategic partnerships. These interventions have continued to nurture a culture of creativity and problem-solving, enabling students and staff to develop and transform ideas into viable and sustainable enterprises.

Macroeconomics Conference addresses Opportunities and Challenges of Digital Payment Systems



Prof. Edward Bbaale (Left) together with some of the presenters at the conference: Mr. Lorenzo Spadavechia (2nd Left), Ms. Adrienne Lees (Extreme R) and Dr. Ibrahim Okumu - the Dean, School of Economics (2nd Right)

The School of Economics, in collaboration with the Bank of Uganda (BoU) and the International Growth Centre (IGC), hosted a high-level conference on the Macroeconomics of Digital Payment Systems on 8th May 2025. The conference brought together academics, policymakers, and industry stakeholders to examine the role of digital payment systems in advancing financial inclusion, monetary policy, taxation, and economic transformation.

Speaking at the event, Prof. Edward Bbaale highlighted the growing macroeconomic significance of digital payments while noting challenges related to taxation, transaction costs, and payment infrastructure. Representatives from the Bank of Uganda and the IGC emphasized the importance of digital innovation and evidence-based research in shaping financial sector policy. The conference strengthened collaboration between academia and policymakers and promoted informed dialogue on Uganda's transition to a more inclusive digital economy.

The Dean of the School of Economics, Assoc. Prof. Ibrahim Mike Okumu, emphasized the value of strategic partnerships in strengthening research and policy engagement, and announced the planned launch of the Master of Science in Economic and Investment Modelling in August 2025 to build analytical capacity in public investment and economic decision-making.

The conference provided a timely platform for academics, policymakers, and industry stakeholders to exchange insights, deepen understanding of digital payment systems, and explore pathways for inclusive financial transformation in Uganda's evolving economy.

The 3rd Uganda Entrepreneurship Congress: Empowering Students for Enterprise and Innovation



[L-R] Dr. Godfrey Akileng - Dean School of Business, Prof. Sarah N. Ssali – Representing the Vice Chancellor, Chief Guest - Mr. Odrek Rwabwogo, and Mr. Gordon Katwirenabo-Assistant Commissioner, Quality Assurance and Value Addition, MAAIF at the Congress

Makerere University, through the Entrepreneurship and Outreach Centre at CoBAMS, hosted the 3rd Uganda Entrepreneurship Congress on 16th October 2025, bringing together students, academics, industry leaders, and policymakers to promote entrepreneurship, innovation, and youth-led economic transformation. The Congress provided a platform for participants to gain practical insights into enterprise development, value addition, and job creation.

The Vice Chancellor of Makerere University, Prof. Barnabas Nawangwe represented by Prof. Sarah Ssali reaffirmed the University's commitment to nurturing graduates as job creators through innovation and entrepreneurship. The Chief Guest, Mr. Odrek Rwabwogo (Chair of the Presidential Advisory Committee on Exports and Industrial Development) encouraged students to build globally competitive enterprises, while the keynote speaker, Mr. Moses Nyabila (Chief Executive Officer of aBi Development Ltd), advocated for stronger support mechanisms to promote youth participation in export markets.

Dr. Sarah Bimbona (Director of the Entrepreneurship and Outreach Centre), Mr. Godwin Birungi (BRAC Scholar Transition Fund), and Assoc. Prof. Godfrey Akileng (Dean - School of Business) emphasized innovation, value addition, and commercialization as key drivers of sustainable enterprise development. The Congress also featured panel discussions on mentorship and technology-driven entrepreneurship and paved the way for the 9th Annual Youth Expo.

Brewing Innovation: 9th Annual Youth Expo Showcases Uganda's Coffee Value Chain

Over 600 CoBAMS students participated in the 9th Annual Innovation and Youth Expo held on 17th October 2025 at Makerere University Freedom Square, organized by the Entrepreneurship and Outreach Centre under the theme "Brewing Prosperity: Youth Entrepreneurship in Uganda's Coffee Value Chain."

The Expo showcased over **300** student innovations across the coffee value chain, including coffee brands, Agri-tech solutions, brewing demonstrations, and cupping sessions, highlighting the role of youth-led innovation in agricultural transformation.

The Dean of the School of Business, Assoc. Prof. Godfrey Akileng, encouraged students to embrace entrepreneurship as a pathway to job creation and to leverage the Expo as a platform for innovation visibility and stakeholder engagement. Dr. Sarah Bimbona, Director of the Entrepreneurship and Outreach Centre, emphasized the need to translate student innovations into viable enterprises through mentorship and practical application.

Industry partner BRAC Uganda, represented by Ms. Barbra Ampaire, reaffirmed its commitment to supporting youth through skills development, financing, and

mentorship. The Expo reaffirmed Makerere University's commitment to innovation, enterprise development, and practical skills training for economic transformation.



Knowledge-Sharing Platform Launched to Drive Innovation and Economic Growth

Makerere University launched a knowledge-sharing platform designed to bridge research, education, and community outreach, with the aim of accelerating innovation and economic development in Uganda.

The platform is the outcome of a project led by Prof. Edward Bbaale, which examined how universities can translate research, innovations, and institutional capabilities into tangible impact for communities, businesses, and national economic growth, in line with the government's tenfold growth agenda.

The study also explored how university-based research and innovation can be better aligned with Uganda's development priorities in agriculture, tourism, mineral-based industrialization, and science and technology, as outlined in the 4th National Development Plan (NDP IV).

Speaking at the Launch held on 19th December 2025, the Deputy Vice Chancellor (Academic Affairs), Prof. Sarah Ssali, the platform would strengthen the link between academic research and societal transformation.

The project was funded by the Government of Uganda through the Makerere University Research and Innovations Fund (Mak-RIF)



L-R: Prof. Sarah Ssali, Assoc.Prof. Ibrahim Mike Okumu, Mr. David Kisitu and Dr. Peter Babyenda at the Launch of the Platform.

<https://news.mak.ac.ug/2025/12/makerere-university-launches-knowledge-sharing-platform-to-drive-innovation-and-economic-growth/>



6.0

HUMAN RESOURCES

Human resources remain a critical pillar in the fulfillment of the mandate of the College of Business and Management Sciences. In 2025, CoBAMS continued to prioritize strategic human resource management, focusing on strengthening staffing capacity, improving staff welfare, enhancing professional development, and promoting a performance-driven culture.

6.1 Staffing Overview

The College is supported by a multidisciplinary and well-structured human resource base that facilitates the effective delivery of its teaching, research, and administrative functions. The staffing composition includes academic, administrative, and support staff.

Academic Staff

Position	Male	Female	Total
Professor	2	-	2
Associate Professor	8	1	9
Senior Lecturer	21	6	27
Lecturer	24	14	38
Assistant Lecturer	24	17	41
Graduate Fellow	4	4	8
Total	83	42	125

Administrative and Support Staff

Administrative Staff	5	14	19
Support Staff	14	18	32
Total	102	74	176

Number of Staff Appointed in 2025

Position	Male	Female	Total
ACADEMIC STAFF			
Lecturer	4	-	4
Assistant Lecturer	7	4	11
Total	11	4	15

Number of Staff promoted in 2025

Position promoted to	Male	Female	Total
ACADEMIC STAFF			
Professor	1	0	1
Senior Lecturer	4	1	5
Lecturer	3	5	8
Total	8	6	14

6.2 Staff Development and Capacity Building

CoBAMS continued to invest in staff development through training, conferences, and support for higher degrees. These initiatives positively impacted the teaching quality and research output.

Training in Data Science, Artificial Intelligence and Machine Learning

The College conducted a five-day training (20th to 24th January 2025) for members of the Statistics and Data Science (SDS) Working Group at the School of Statistics and Planning to strengthen capacity in Artificial Intelligence (AI) and Machine Learning (ML).

The Dean of the School of Statistics and Planning, Dr. Margaret Banga described the training as transformative, highlighting its role in strengthening teaching and research capacity within the unit. Facilitated by experts from the Uganda Revenue Authority, Housing Finance Bank, and the School of Statistics, the training equipped participants with practical skills in text mining, machine learning, neural networks, and Geographic Information Systems (GIS).

The initiative enhanced teaching and research capacity, strengthened collaboration between academia and industry, and reinforced the College's commitment to innovation and excellence in data science and statistical learning.



The Dean, School of Statistics and Planning, Dr Margaret Banga poses for a group photo with the SDS Working Group

GAMSU Training Workshop targeting academic staff



A cross-section of Facilitators, college leadership, and participants at the training workshop on 4th June 2025.

The College hosted a grant writing and management workshop on 4th June 2025 in collaboration with the Makerere University Grants Administration and Management Support Unit (GAMSU). The workshop equipped academic staff with practical skills in proposal development, grants management, compliance, budgeting, reporting, and

the use of the University's eMakGAM system to strengthen their capacity to secure and effectively manage competitive research funding.

Speaking at the workshop, the Principal, Prof. Edward Bbaale emphasized accountability, transparency, and compliance in grant management, while Prof. Sylvia Antonia Nakimera Nannyonga Tamusuza, Head of GAMSU encouraged multidisciplinary collaboration to enhance competitiveness for research funding. The Deputy Principal, Assoc. Prof. James Wokadala urged staff to embrace grant writing through mentorship, persistence, and continuous practice.

The workshop concluded with a commitment to strengthen internal grant support systems, mentorship for early-career researchers, and regular capacity-building initiatives to foster a sustainable grants culture within the College.

Strategic Leadership Training for Makerere University Managers



Some of the university managers (First cohort) participating in the five day strategic leadership training

The School of Business conducted a five-day Strategic Leadership Training from 7th to 11th July 2025 for senior and middle-level managers across Makerere University. The programme brought together Deputy Principals, Deans, Heads of Departments, and administrators to strengthen strategic leadership, decision-making, and performance management in line with the University's strategic priorities.

The training was facilitated by a multidisciplinary team of experts from academia and industry, including Associate Professor James Wokadala, Associate Professor Godfrey

Akileng, Dr. Martin Bakundana, Dr. Sam Eyamu, Dr. Seperia B. Wanyama, Ms. Irene Nayera, Mr. Henry Rugamba, and Mr. Ronald Bbosa.

The training covered strategic planning, organizational leadership, digital transformation, innovation, emotional intelligence, and modern performance management tools. The participants commended the programme for enhancing their leadership, communication, and strategic management competencies, reaffirming the College's commitment to institutional capacity building and leadership excellence.

6.3 Staff Welfare and Well-being

Staff welfare was prioritized through wellness programmes, team-building activities, and supportive engagement platforms. These efforts fostered a motivated, resilient, and high-performing workforce aligned with the College's strategic goals.

Mak-CoBAMS SACCO: Promoting Financial Well-Being and Shared Prosperity

The College strengthened staff welfare and financial inclusion through the inauguration of the Mak-CoBAMS SACCO on 14th July 2025. Established to provide affordable financial services, credit facilities, and promote a culture of savings and investment, the SACCO is expected to enhance the financial well-being and long-term economic security of staff.

An interim committee, chaired by Dr. Peter Babyenda under the patronage of Assoc. Prof. James Wokadala, was constituted to oversee its operationalization, with representation drawn from all three Schools and the support staff. Other members include Dr. Allen Kabagenyi (Vice Chairperson), Dr. Christopher Alioni (General Secretary), Mr. Peter Mubiru (Treasurer), and Mrs. Juliet Mirembe Ssewankambo (Mobilizer).

The initiative received strong endorsement from the College leadership, with the Principal, Prof. Edward Bbaale, becoming one of its pioneer members and reaffirming the SACCO's role in improving staff welfare and promoting shared prosperity. To support its establishment, the Principal's Office contributed UGX 3 million towards initial capitalization. The SACCO adopted an inclusive membership framework and committed to upholding transparency, accountability, and sound governance as the foundation for its long-term sustainability.



L-R: Dr. Christopher Alioni (General Secretary), Dr. Peter Babyenda (Chair), Prof. Edward Bbaale (Principal), Assoc. Prof. James Wokadala (Deputy Principal), Ms. Juliet Mirembe Ssewankambo (Mobilizer) and Mr. Peter Mubiru (Treasurer)

CoBAMS Establishes Physical Fitness Program to Promote Staff Wellness and Institutional Cohesion



The College introduced a **Physical Fitness Programme** as part of its commitment to enhancing staff wellness, improving productivity, and strengthening institutional cohesion. The initiative reflects the College's recognition that a healthy workforce is fundamental to achieving excellence in teaching, research, and administration.

The programme was officially launched on 17th July 2025 by the Deputy Principal, Assoc. Prof. James Wokadala, who emphasized the importance of physical and mental well-being in enhancing staff productivity and institutional performance. He noted that the initiative supports the College's commitment to creating a healthy and supportive work environment by encouraging regular physical activity, reducing work-related stress, promoting teamwork, and improving the overall well-being of staff.

Structured as a holistic wellness initiative, the programme integrates aerobics, guided fitness routines, stress management techniques, and nutrition awareness. Weekly sessions are held every Tuesday at 5:00 p.m. at the CoBAMS Annex and are facilitated by qualified fitness professionals who provide structured training and expert guidance on healthy living.

The introduction of the Physical Fitness Programme marks an important step in promoting a culture of wellness within the College, reinforcing CoBAMS' commitment to nurturing a balanced, motivated, and high-performing workforce.

Team Building and Cohesion

The School of Economics held a team-building event in Buwaate, Wakiso District, aimed at strengthening bonds among academic and administrative staff, celebrating achievements, and setting a collaborative tone for the year.

The event held on 15th January 2025 featured interactive games, group challenges, discussions, and a shared lunch, fostering teamwork, collegiality, and a strong sense of shared purpose.

Associate Professor Ibrahim Okumu commended staff for their dedication and achievements and encouraged continued collaboration and teamwork to sustain the school's academic excellence in 2025. The event reinforced a strong sense of community and commitment to excellence within the School of Economics.





7.0

CENTRES OF EXCELLENCE

The College hosts a number of specialised Centres of Excellence that play a strategic role in advancing research, graduate training, policy engagement, and capacity building. In 2025, the Centres of Excellence continued to strengthen the College's contribution to knowledge generation, policy influence, and skills development by fostering partnerships with government, academia, development partners, and the private sector. Their work aligns closely with Makerere University's strategic priorities, particularly in promoting research-led development, innovation, and societal impact.

7.1 The Public Investment Management Centre of Excellence

The Public Investment Management Centre of Excellence (PIM CoE), hosted at CoBAMS, was established under Government of Uganda reforms to strengthen the efficiency and effectiveness of public investment. Supported by the Foreign, Commonwealth & Development Office (FCDO), the World Bank, and Government of Uganda, the Centre was created in response to gaps identified in the 2016 Public Investment Management diagnostic study.

Its mandate is to build sustainable national capacity in Public Investment Management through four strategic pillars: capacity building, research, advisory and outreach services, and institutional development.

Strategic Focus and Objectives

The Centre's strategic objectives are to:

- Eliminate inefficiencies in PIM through strengthening capacity across the entire project cycle
- Undertake PIM related research and studies
- Provide PIM related advisory services to government for better decision making

Vision: A Regional Solution to Contemporary Public Investment Management Capacity Concerns

Mission: To improve Public Investment Management through Sustainable Capacity Building, Research and Advisory Services

Performance Highlights

In 2025, the Public Investment Management Centre of Excellence made significant strides in strengthening Uganda's Public Investment Management Systems (PIMS) through targeted training, research and strategic policy engagement. The Centre continued to position itself as a credible national hub for capacity building and evidence-based policy support, contributing to improved efficiency, accountability, and impact of public investments in line with Uganda's long-term development goals.

1. Capacity Building and Professional Training

In 2025, the PIM CoE significantly expanded its capacity-building portfolio, delivering targeted training programmes to strengthen technical competencies across government institutions.

The Key Training programmes included:

- Essentials of Public Investment Management Training (20th – 22nd January 2025 & 24th – 26th September 2025)

The Centre delivered Essentials of Public Investment Management training to two cohorts at Makerere University. The training was designed to provide government officials with foundational knowledge and practical skills necessary to understand the Public Investment cycle from Project Identification and Conceptualization through to Monitoring and Evaluation.



Senior officials from the Government of Somalia undergo training in infrastructure asset management at PIMCoE

The 62 participants drawn from various MDAs benefited from a structured, hands-on learning approach and received joint certification from Makerere University and the Ministry of Finance, Planning and Economic Development (MoFPED).

- **Infrastructure Asset Management Training (27th – 29th January 2025)**

In a strategic effort to expand its regional reach, the PIM Centre of Excellence co-hosted an Infrastructure Asset Management training in partnership with the United Nations Capital Development Fund (UNCDF) at Makerere University. The training brought together six (6) senior officials from the Government of Somalia including policymakers, public sector managers, technical practitioners and academia involved in Public Infrastructure Management.



Senior officials from the Government of Somalia undergo training in infrastructure asset management at PIMCoE

The programme addressed the persistent challenge of inefficient public asset management across Sub-Saharan Africa, which often results in premature asset deterioration, high maintenance costs and weakened service delivery. To respond to this, the training equipped participants with practical knowledge and tools across key areas, including infrastructure asset management principles, ISO 55000 standards and certification processes, risk assessment, asset lifecycle management, and financial and business impact analysis.

The delivery combined theoretical instruction with hands-on practical sessions. It

was further enriched by an experience-sharing session which provided insights from managing Uganda's road infrastructure. This offered participants a practical, locally grounded example of asset management in practice.

- **Integrated Regulatory Cost-Benefit Analysis (IRCBA) Training (30th June – 11th July 2025 & 25th August – 5th September 2025)**

The PIM Centre of Excellence, in partnership with the Ministry of Finance, Planning and Economic Development (MoFPED) through its Infrastructure and Social Services Department (ISSD), designed and delivered a specialized training programme on Integrated Regulatory Cost-Benefit Analysis (IRCBA) to support implementation of the revised Certificate of Financial Implications (CFI) guidelines. The first two cohorts, held at Pearl on the Nile Hotel, trained over 60 economists and policy analysts from various government MDAs.



Capacity Building training on economic appraisal and stakeholder analysis of public investments.

The programme was developed in response to the Revised CFI Guidelines launched in June 2025, which introduced more rigorous requirements for financial clearance, including Regulatory Impact Assessments and evidence-based Statements of Financial Implications (SFIs). The training strengthened participants' capacity to apply key analytical tools such as benefit-cost, risk and cost-effectiveness analysis, and financial and economic modelling, enabling them to produce robust and credible SFIs.

Across both cohorts, the training reinforced the role of the Integrated Regulatory Cost Benefit Analysis (IRCBA) as a critical instrument for promoting fiscal discipline, improving policy quality and ensuring efficient allocation of public resources.

The PIM Centre of Excellence delivered multiple cohorts of the Programme on Investment Appraisal and Risk Analysis (PIAR) Module I to strengthen capacity in Financial Appraisal and Risk Analysis of Public Investments. The training targeted officials from Ministries, Departments, and Agencies (MDAs) as well as participants from academia and civil society and was delivered through residential, practice-oriented learning combining lectures, case studies and simulation exercises.

The first cohort for 2025 was conducted in Jinja from 31st March to 11th April 2025 for 28 participants. A subsequent cohort was held in Mbarara from 13th –24th October 2025, bringing together 36 participants. The trainings focused on financial appraisal tools including cash flow modelling, discounting techniques, inflation and exchange rate adjustments, project finance, valuation of assets, cost-effectiveness analysis and Monte Carlo simulations. Participants applied these tools through case studies with feedback highlighting strong practical relevance.

PIAR Module II – Economic Appraisal & Stakeholder Analysis

The PIAR Module II training focused on strengthening participants’ capacity to undertake economic appraisal and stakeholder analysis of public investments, with emphasis on improving the quality of investment decision-making across government, academia, and civil society.



Capacity Building training on economic appraisal and stakeholder analysis of public investments.

The module was delivered in Fort Portal between 18th – 30th August 2025 for 23 participants drawn from Ministries, Departments and Agencies, universities, and civil society organizations. It was implemented in collaboration with Cambridge Resources International (CRI), Makerere University, the Ministry of Finance, Planning and Economic Development (MoFPED) and the National Planning Authority (NPA).



The training combined theoretical instruction with applied group case studies across infrastructure, health, energy, and agriculture sectors. Participants applied economic appraisal and stakeholder analysis frameworks to real-world scenarios, strengthening their ability to assess economic viability, distributional impacts and development outcomes of public investments. End-of-module assessments confirmed improved analytical capacity, stronger understanding of economic evaluation tools, and enhanced readiness to apply these methods in policy and project appraisal processes.

Specialized Institutional Trainings (2025)

- The Centre trained 41 officials from Kampala Capital City Authority (KCCA) officials in Essentials of PIM and 20 officials in Financial Appraisal and Risk Analysis of Projects
- The Centre conducted a Refresher training for Development Committee members and Staff of the Project Analysis and Public Investments Department of MoFPED to enhance project review and appraisal capabilities

These programmes strengthened national capacity to design, appraise, and manage public investments in line with the Public Investment Management System (PIMS).



Officials from KCCA join facilitators and organizers for a group photo at the launch of the five-day Essentials of Public Investment Management (PIM) training in Financial Appraisal and Risk Analysis of Projects Research and Knowledge Generation

The Centre advanced its research agenda to support evidence-based policymaking in Public Investment Management.

Four major research projects were undertaken, focusing on:

- Economic linkages and multiplier analysis of public investments in Uganda
- Evaluating the Performance of Appraised Public Projects in Uganda
- Evaluation of Capacity of Institutions in Public Investment Management System (PIMS) in Uganda
- Strengthening Public Investment Management in Uganda: An Empirical Assessment of the Project Appraisal Framework

Research Agenda Development

A meeting was held on 7th November 2025 to review and approve the Centre's research agenda for FY 2025/26. The meeting was convened to ensure that all proposed studies are policy-relevant, analytically rigorous and aligned with National Development priorities.

Three priority research areas were approved:

- Sustainable Financing for Public Investments: The Tourism Development Levy (TDL) Case Study

- Project Readiness and Time Overruns in Public Infrastructure in the Transport Sector
- Local Government Capacity for Public Asset Management and Environmental Protection

These studies are expected to inform reforms aimed at improving efficiency, accountability and impact of Public Investments.

2. Advisory Services and Policy Engagement

Popularization Visits – Kiboga, Mubende, Butambala, Luweero & Masaka Districts

The Centre conducted a series of outreach visits to Kiboga, Mubende, Butambala, Luweero, and Masaka District Local Governments led by different members of the PIM CoE team. These engagements focused on strengthening awareness of the Centre’s mandate and promoting understanding of Public Investment appraisal processes at the local government level and strengthen awareness of its mandate and expand uptake of capacity-building services at the sub-national level.

Across all districts, discussions highlighted the importance of rigorous project preparation, appraisal and management in improving service delivery and ensuring value for money in Public Investments. The visits also encouraged greater uptake of the Centre’s training programmes and established stronger working relationships with district administrations.

Overall, the outreach reinforced the Centre’s commitment to extending PIM capacity beyond central government institutions to frontline service delivery units. The districts committed to identifying staff for future training engagements, laying the foundation for continued collaboration.

Peer Learning Visit – Ministry of Finance, Ghana (3rd April 2025)

The Centre hosted a delegation from the Ministry of Finance of Ghana at Makerere University to benchmark Uganda’s Public Investment Management System especially in the area of capacity building.

The delegation engaged with the Centre’s leadership on the institutional model, gaining insights into governance arrangements, capacity-building approaches and sustainability strategies. The visit concluded with strong interest in adapting similar institutional arrangements in Ghana.

2nd Annual Public Investment Management Conference (14th August 2025)

The Second Annual Public Investment Management Conference was held at Makerere University under the theme “Overcoming Implementation Barriers in Public Investment Management for Fiscal Sustainability.” The conference, jointly organized by the Ministry of Finance, Planning and Economic Development

(MoFPED) and the PIM Centre of Excellence, attracted over 300 participants, including senior policymakers, parliamentarians, private sector actors, academia, and development partners.

The conference provided a national platform to address persistent challenges in public investment delivery including land acquisition delays, procurement inefficiencies, weak contract management, and financing constraints all of which continue to affect project implementation. High-level contributions from government leaders, development partners and practitioners emphasized reforms in governance, digital monitoring, contractor capacity development and improved coordination across institutions.

A shared Action Matrix emerged from the discussions, committing stakeholders to key reforms including enforcement of a “No Feasibility, No Funding” principle, strengthening contract management systems, rolling out digital monitoring platforms and ensuring adequate operations and maintenance budgeting. The conference reinforced national consensus on the need for stronger institutional coordination and improved execution discipline to support Uganda’s long-term development goals.

7.2 Environment for Development (EfD) Uganda Center

The Environment for Development (EfD) Uganda – Makerere Centre, hosted at CoBAMS, is part of a global research network focused on environmental economics, climate change, and sustainable development. Established in 2019 with support from the Swedish International Development Cooperation Agency (Sida), it is jointly managed by CoBAMS and the College of Agricultural and Environmental Sciences (CAES).

In 2025, the Centre strengthened its contribution through research, capacity building, and policy engagement in areas such as climate-smart agriculture, environmental economics, and green growth. It also produced over 50 research outputs, conducted trainings and policy dialogues, and expanded collaborations with government, development partners, and the private sector to promote evidence-based environmental management.

Key milestones included the establishment of the Centre of Excellence for Africa Climate-Sensitive Macroeconomic Modelling (CEACM), the launch of new capacity development initiatives, and progress in institutional strengthening, positioning EfD Uganda as a leading hub for evidence-based policy and sustainable development in Uganda and the region.

Establishment of the Centre of Excellence for Africa Climate-Sensitive Macroeconomic Modelling (CEACM)

In 2025, EfD Uganda established the Centre of Excellence for Africa Climate-Sensitive Macroeconomic Modelling (CEACM), supported by a USD 150,000 seed grant from the Bill & Melinda Gates Foundation, a global philanthropic organization committed to improving health, reducing poverty, and expanding access to opportunity through evidence-based solutions and strategic investments in development innovation.

The Centre serves as a regional hub for advancing climate-informed economic planning across East Africa. It is directed by Professor Edward Bbaale, Principal of the College of Business and Management Sciences (CoBAMS). CEACM brings together policymakers, researchers, and development partners including the World Bank and Uganda's Ministry of Finance, Planning and Economic Development to strengthen the integration of climate and environmental considerations into macroeconomic frameworks and national development planning.

As part of this initiative, the team developed the Model for Natural Capital Policy Assessment (MONCAP), a decision-support tool designed to help governments balance economic growth with the protection of critical natural assets such as forests, wetlands, biodiversity, and water resources.



Prof. Edward Bbaale Centre Director engaging Gates Foundation and World Bank officials regarding in regional climate-sensitive macroeconomic modelling hub at Makerere University on April 10, 2025

Capacity Development Initiatives

EfD Uganda strengthened national capacity in climate-smart agriculture, sustainable land use, natural capital accounting, and evidence-based policymaking through targeted trainings, academic engagements, and knowledge-sharing platforms. These initiatives enhanced the skills of students, researchers, policymakers, and practitioners in addressing emerging environmental and development challenges.

Strengthening Academic Linkages

The Centre hosted students from the College of Agricultural and Environmental Sciences (CAES) on 9th April 2025 for an engagement session led by Dr. Alex Tatwangire, a Senior Research Fellow at the Centre. The session introduced students to the Centre's research priorities, training opportunities, and policy engagement initiatives, while promoting career pathways in environmental and natural resource economics. The engagement strengthened academia-research linkages and enhanced students' understanding of the role of research in informing public policy and advancing sustainable development.

EfD Webinar Series

The Centre also hosted an EfD Webinar Series on 25th November 2025, featuring a presentation by Dr. Gemedi Olani Akuma on the role of village social networks in promoting the adoption of climate-smart agriculture and strengthening resilience in rural Ethiopia. The webinar facilitated valuable regional knowledge exchange and generated insights with strong relevance to Uganda's agricultural transformation agenda, particularly in advancing sustainable farming practices and community-driven adaptation strategies.

Launch of a new Master of Science Programme

In 2025, Makerere University launched a new Master of Science programme in Environment and Natural Resource Economics. The programme is collaboratively taught by the School of Agricultural Sciences and the School of Economics. The programme institutionalizes long-term capacity development in environmental economics and equips graduates with analytical and quantitative tools to address pressing sustainability, climate change, and natural resource management challenges in Uganda and the wider region.



Over 20 local government officials from Kampala, Entebbe, Wakiso, Mukono, and Mpigi a two-day intensive training held at Central Inn Hotel in Entebbe from September 18–19 2025

Graduate Internship Program

In 2025, EfD-Mak Uganda onboarded two graduate interns, Ms. Ruth Asimwe and Ms. Lean Ankunda both pursuing Master's degrees in Economics at Makerere University, following the completion of Ms. Alice Nalweera's internship. The internship program supports ongoing research projects while equipping young economists with advanced data analysis and policy research skills, thereby strengthening the pipeline of environmental and natural resource economics professionals.

By the end of the year, Ms. Lean Ankunda had secured a job with the Bank of Uganda, while Ms. Alice Nalweera had been appointed Assistant Lecturer in the School of Economics, Makerere University. These successful transitions demonstrate the internship program's effectiveness in equipping young professionals with the practical skills, experience, and networks needed to advance their careers and contribute meaningfully to Uganda's economic and environmental policy sectors.

IGE Fellowship Program

The Inclusive Green Economy (IGE) Fellowship Programme at EfD-Mak is a regional capacity-building initiative designed for senior public servants in Uganda and other East African countries. It is part of a broader programme implemented in partnership with the University of Gothenburg and funded by the Swedish International Development Cooperation Agency (Sida). The fellowship aims to strengthen the ability of government officials to design and implement inclusive evidence-based, inclusive, and environmentally sustainable economic policies.

Inauguration of the 2025–2026 IGE Fellows Cohort

On April 15, 2025, EfD Uganda officially inaugurated the 2025–2026 cohort of the IGE in Practice Capacity Building Program. The 2025 cohort marked the fifth group of Ugandan professionals to participate in this initiative, reinforcing institutional capacity to mainstream green growth principles into national planning and budgeting processes.



IGE Fellows and Centre core staff in a group photo after the inauguration on April 15, 2025 at EfD-Mak Centre

Graduation of the 4th IGE Cohort and e-Mobility Forum



Graduands posing for a group photo with Ambassador Maria Håkansson, Prof. Buyinza Mukadasi and Prof. Edward Bbaale on 1st July 2025 held at Kolping Hotel

EfD-Mak and its partners celebrated the graduation of the 2024–2025 IGE Fellows on 1st July, 2025 and launched the new 2025–2026 cohort. The event that was held at Kolping Hotel in Kampala featured a strategic forum on electric mobility, underscoring Uganda's growing leadership in clean transportation innovation.

Participants including government officials, private sector representatives, civil society actors, and members of the diplomatic community discussed scaling up policy and infrastructure for electric mobility. Key recommendations included strengthening regulatory frameworks, expanding charging infrastructure, managing battery waste, and enhancing public awareness and vocational training.



Participants in a group photo with Hon. Dr. Monica Musenero, Prof. Buyinza Mukadasi and other officials after the opening and graduation ceremony on 1st July 2025

Capacity Building Workshops And Seminars

Technical Training on Natural Capital Accounting and Macroeconomic Modelling



Participants in a group photo at the training on Model for Natural Capital Policy Assessment (MONCAP) in Entebbe in September 2025

EfD-Mak, in collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), conducted a two-day technical training from 16–17 April 2025 at the Water Resources Institute in Entebbe. The training brought together over 35 participants from six key government agencies.

The programme aimed to strengthen technical capacity in Natural Capital Accounting (NCA) and macroeconomic modelling using Social Accounting Matrices (SAM). Through hands-on sessions, participants developed practical modelling skills and deepened their understanding of how to integrate environmental assets into national accounting systems and broader economic planning processes.

Training on Community-Based Conservation and Biodiversity Management

EfD-Mak hosted a two-day high-level training from 20–21 August 2025, on Biodiversity Conservation and Community-Based Natural Resource Management (CBNRM), facilitated by visiting scholar Prof. Edwin Muchapondwa. The workshop brought together more than 40 senior officials from government ministries, departments, and agencies, providing a platform for knowledge exchange on contemporary approaches to biodiversity conservation and sustainable natural resource management.

The training highlighted the economic value of biodiversity, protected areas, and ecosystem services, while emphasizing community-based conservation as a practical and effective strategy for addressing Uganda's growing environmental challenges. Through interactive discussions and case studies, participants explored ways of aligning conservation objectives with local livelihoods and development priorities. The workshop reinforced the importance of integrating biodiversity considerations into national planning frameworks and strengthened participants' capacity to promote evidence-based, environmentally sustainable policy interventions.



Prof. Edwin Muchapondwa facilitating at the workshop at Makerere university

Research At EfD Uganda

In 2025, EfD Uganda’s policy research efforts focused on bridging rigorous evidence with decision-making at national, regional, and international levels. The Centre collaborated with scholars and development partners to develop research initiatives aligned with government priorities and stakeholder needs, emphasizing credible, actionable insights to inform public policy. Findings were disseminated through targeted workshops, seminars, and dialogue platforms, enhancing the uptake of research evidence in policymaking.

EfD Research Projects conducted and Grants Received in 2025

During 2025, the Centre secured a number of grants from both local and international partners to support research and capacity-building initiatives. The funded projects focused on key development priorities, including climate change adaptation, energy efficiency, agricultural trade, climate-sensitive macroeconomic modelling, and strengthening local government capacity in environmental management and sustainable development.

Project	Funder	Purpose	Project Lead
Enhancing Energy Efficiency Among Households and SMEs	Carnegie Corporation of New York (CECAP Programme)	Investigate energy-use patterns among households and Small and Medium Enterprises (SMEs). Identify opportunities for energy efficiency improvements and inform sustainable energy policies in Uganda	Dr. Peter Babyenda
Impact of Climate Variability on Agricultural Trade Flows in Sub-Saharan Africa	SIDA	Generate evidence supporting climate-resilient trade policies and regional market integration	Dr. Florence Lwiza
Building Capacity of District Local Governments in Environmental Valuation, Accounting and Climate Change Mitigation	Makerere University Research and Innovations Fund (MaKRIF)	Strengthen the capacity of district local governments in environmental valuation, accounting, and climate change mitigation Promote evidence-based, climate-resilient development at the local level	Prof. Edward Bbaale

Postdoctoral Fellowship Programme

The Postdoctoral Fellowship Programme at EfD Uganda is a capacity-development initiative designed to strengthen research excellence, policy engagement, and academic mentorship in environmental and natural resource economics. The programme hosts early-career researchers who undertake high-quality, policy-relevant research while contributing to teaching, supervision, and knowledge-sharing activities at Makerere University.

During the year, the Centre welcomed Dr. Gemedi Olani Akuma as an international Postdoctoral Fellow under the Postdoctoral Fellowship Program, with an affiliation period of up to two years at Makerere University, effective July 1, 2025.

His research project, titled “Advancing Research-Policy Engagement in Water Systems, Biodiversity, and Ecosystem Services in Uganda and Sub-Saharan Africa” seeks to bridge academic research and policy development in key environmental sectors. The fellowship strengthens regional collaboration and enhances the Centre’s research-to-policy engagement strategy.

Consultancy services to support integration of natural capital and climate variables into macroeconomic modelling

In 2025, the EfD Uganda research team responded to a call for proposals issued by GIZ to provide consultancy services focused on integrating natural capital and climate variables into Uganda’s macroeconomic modelling systems. The initiative is designed to strengthen national capacity to systematically incorporate environmental and climate considerations into macroeconomic planning and policy formulation.

By embedding natural capital accounting and climate-sensitive indicators into economic models, the work seeks to enhance the Government of Uganda’s ability to generate evidence-based insights for sustainable development planning. Ultimately, this effort supports more informed policymaking that better reflects the interdependence between economic growth, environmental sustainability, and climate resilience.

Policy Briefs and Publications

In June 2025, EfD Uganda produced a policy brief on promoting e-mobility in Uganda, offering evidence-based recommendations to inform sustainable transport policy and investment decisions. The brief contributed to ongoing national policy dialogues on reducing greenhouse gas emissions and accelerating the transition toward low-carbon, climate-resilient mobility systems.

In addition, EfD Uganda’s research fellows made significant scholarly contributions over the course of the year, producing more than 50 publications, including peer-reviewed journal articles and book chapters. These outputs reflect the Centre’s growing research

productivity and further strengthen its position as a leading hub for environmental and development economics research in the region, with strong relevance for policy formulation and implementation.

Research Dissemination Workshops at EfD Uganda

Impact of COVID-19 on Urban Food Security

EfD-Uganda held a stakeholder dissemination workshop on 31st July, 2025, at Tick Hotel in Kawempe, Kampala, to share findings from a study examining the gendered impact of COVID-19 on urban food security. The research, led by Dr. Fred Matovu, Mr. Fred Kasalirwe, and Ms. Anitah Kyamugabwa, focused on Kawempe Division, one of Kampala’s most densely populated low-income areas.

Using data from a 2022 household survey of 415 respondents, complemented by focus group discussions and interviews with key government stakeholders, the study revealed stark gender differences in the pandemic’s impact, with female-headed households disproportionately affected. The workshop provided a platform for policymakers, local leaders, and development partners to discuss targeted interventions aimed at improving urban food security and enhancing social protection mechanisms for vulnerable populations.



A section of the stakeholders in a group photo after the dissemination Workshop held at Tick Hotel in Kawempe Division, Kampala on 31st July, 2025.

Dialogues, Engagement Seminars and Conferences

8th Uganda Water and Environment Week (UWEWK 2025)

EfD Uganda participated in the 8th Uganda Water and Environment Week (UWEWK 2025), held from 17–21 March 2025 under the theme “Water and Environment Resources for Enhanced Resilience and Improved Incomes and Livelihoods.” The event, hosted at the Ministry of Water and Environment headquarters, brought together government agencies, academia, development partners, and the private sector to deliberate on sustainable management of water and environmental resources.

Representing the Centre were Prof. Edward Bbaale, Director; Dr. John Sseruyange, Senior Research Fellow; and Dr. Peter Babyenda, Engagement Specialist under the Inclusive Green Economy Programme. Through keynote presentations, research dissemination, and policy dialogues, EfD Uganda advanced evidence-based solutions for climate resilience, sustainable resource management, and environmental governance. The Centre also advocated for the integration of natural capital accounting into national planning and highlighted the importance of investing in climate adaptation measures to strengthen livelihoods and support sustainable development.



Prof. Edward Bbaale presented a key note online while away in Ethiopia

Regional engagement on climate-sensitive macroeconomic modelling

On April 10, 2025, EfD-Mak convened a high-level dialogue with stakeholders including



Etienne Espagne, Senior Economist (standing) at the World Bank speaking during the meeting at Makerere University

Seminar on Climate Finance Effectiveness and Book Launch

On August 27, 2025, EfD-Mak hosted a seminar at the EfD Conference Room to examine how political economy dynamics influence the implementation and effectiveness of climate finance in developing countries. The seminar attracted graduate students and academic staff from the School of Economics and the School of Agricultural Sciences and provided a platform for critical reflection on the governance, design, and real-world impact of climate finance mechanisms.

During the session, Prof. Mark Purdon, Associate Professor at the Université du Québec à Montréal, presented findings from a decade-long study. The research highlighted that current price levels for carbon credits and other climate finance instruments remain insufficient to generate meaningful reductions in greenhouse gas emissions in developing countries.

The seminar also featured the launch of Prof. Purdon's book, "The Political Economy of Climate Finance Effectiveness in Developing Countries: Carbon Markets, Climate Funds, and the State". The event fostered rich interdisciplinary dialogue among academics, policymakers, and development partners on strengthening governance frameworks and enhancing the effectiveness of climate finance in the Global South.



Prof. Purdon (Centre Front Row) in a group photo with participants after the presentation on 27th August 2025

Fort Portal Policy dialogue on Climate Smart Agriculture & regional training on environmental policy tools

On September 25, 2025, EfD Uganda hosted a high-level Policy Dialogue on Climate Smart Agriculture (CSA) and the second Regional Training on Environmental Policy Tools for District Officials at Mofort Hotel, Fort Portal. Over 30 district environmental officers from 11 districts—including Mubende, Hoima, Ntoroko, Kiryandongo, Kyenjojo, Fort Portal, Masindi, Kabarole, Kamwenge, Kyegegwa, and Buliisa—participated.

Led by EfD Uganda and funded by Makerere University's Research and Innovations Fund (MakRIF), the training focused on environmental evaluation, valuation, accounting, and climate change mitigation and adaptation. The initiative strengthened local government capacity to integrate climate-smart and evidence-based approaches into district planning, promoting sustainable development at the subnational level.



A section of district environmental officers from 11 districts who gathered in Fort Portal for a high-level training from September 2025

Kampala policy dialogue on scaling Climate Smart Agriculture adoption



On December 4, 2025, EfD Uganda, through its regional Inclusive Green Economy (IGE) Programme, convened its annual high-level policy dialogue at the Sheraton Kampala Hotel. The meeting brought together key stakeholders, including government ministries, departments and agencies (MDAs), alongside private sector actors, to deliberate on strategies for scaling the adoption of Climate Smart Agriculture (CSA) in Uganda.

The dialogue aimed to strengthen the interface between research and policy, enhance the uptake of evidence in decision-making, and identify the key barriers constraining widespread adoption of CSA practices across the country. Discussions centered on evidence-informed pathways for accelerating sustainable agricultural transformation, building resilience to climate change, and advancing low-carbon development in Uganda's agricultural sector.

Roundtable Discussion on Green and SDG-Linked Financing Mechanisms

EfD Uganda, in collaboration with the GRO Foundation and the Bank of Uganda, convened a high-level roundtable discussion on 3rd December, 2025 at Makerere University to explore innovative financing mechanisms for climate action and sustainable development. The dialogue focused on strengthening capacity and enhancing market readiness for green and Sustainable Development Goal (SDG)-linked financing, with particular emphasis on mobilizing private sector investment to support the 10-Fold Economic Transformation Agenda (ATMS).

The roundtable provided a collaborative platform for researchers, policymakers, and financial sector actors to exchange knowledge and co-develop practical financing solutions aimed at incentivizing private sector participation in climate-smart investments and broader sustainable development initiatives.



Panelists including Dr. Peter Babyenda (4th) and Dr. John Sseruyange posing for a photo with the GRO Annual report on 3rd December 2025

INSTITUTIONAL DEVELOPMENT

EfD Uganda undertook a series of deliberate institutional development initiatives aimed at strengthening governance, consolidating its position within Makerere University, and enhancing strategic direction for the 2025–2029 period. These initiatives reinforced oversight, accountability, and strategic leadership, positioning the Centre for effective implementation of its mandate in the coming strategic cycle. Below are highlights of the major initiatives undertaken:

Inauguration of New Advisory Board and Strategic Plan Review

On July 16, 2025, EfD Uganda inaugurated a new 13-member Advisory Board at Makerere University. During the meeting, Professor Edward Bbaale, the Centre Director presented the Centre's achievements, challenges, and future strategic direction. The newly appointed Board, chaired by Prof. Buyinza Mukadasi, emphasized inclusivity, expanded engagement, and sustainable funding mechanisms to support the Centre's long-term success.

The meeting also reviewed the Strategic Plan for 2025–2029, ensuring coherence between institutional priorities, research direction, and policy engagement initiatives.

Appointment of Deputy Director

Following the departure of Prof. Johnny Mugisha, Dr. Alice Turinawe was appointed as the new Deputy Director of EfD Uganda. Her appointment was announced during

the Advisory Board meeting and strengthens the Centre's leadership capacity to drive research, policy engagement, and institutional growth.

Advancing institutionalisation within Makerere University

During the year, the Centre actively followed up with the University Senate to advance the institutionalisation process, working towards full integration as a formally recognized research entity within Makerere University. The Centre also reviewed and submitted its 2025–2029 Strategic Plan to the Senate. These efforts marked a significant step towards formal recognition and strengthened alignment with the university's research priorities.

Annual review meeting and strategic outlook

On December 19, 2025, EfD Uganda held its annual review meeting to take stock of 2025 achievements and outline the strategic direction for 2025–2029. The meeting emphasized key priority areas, including energy transition, climate change mitigation, and sustainable natural resource management. Discussions reinforced institutional alignment, accountability, and readiness to implement the Centre's mandate over the next strategic cycle.

7.3 Centre for Population and Applied Statistics (CPAS)

The Centre for Population and Applied Statistics (CPAS) is a key Centre of Excellence within CoBAMS, positioned to support the College and Makerere University at large in advancing research, capacity building, innovation, and outreach. The Centre plays a pivotal role in strengthening data-driven decision-making through applied statistical analysis, population studies, and evidence-based policy engagement.

In 2025, CPAS continued to contribute to the University's research-led agenda through a range of impactful activities spanning capacity training, collaborative research, consultancy, and stakeholder engagement.

1. Capacity Building and Professional Training

CPAS strengthened capacity in data analytics and applied statistics through the development and delivery of tailored short courses designed to meet emerging societal and research needs. These programmes targeted researchers, students, and professionals seeking advanced competencies in data management, analysis, and visualization.

Recognizing the increasing demand for advanced quantitative skills beyond introductory statistics, the Centre designed courses that integrate practical application of statistical techniques with the use of modern analytical software and tools.

Key Short Courses developed and approved included:

- Data Analytics and Visualization
- Data Modelling and Analysis
- Monitoring, Evaluation, and Learning (MEL)
- Measuring Progress: Statistics for SDG Indicators
- Certified Management Professional
- Project Management Professional

These courses enhanced participants' ability to apply appropriate statistical methods, interpret complex data, and generate insights for research and policy.

2. Outreach, Consultancy, and Development Partnerships

CPAS actively engaged in high-impact outreach and consultancy work, collaborating with development partners to address pressing socio-economic challenges.

UNICEF Partnership – Gender for Development Uganda (G4DU)

The Centre partnered with UNICEF under a University-level institutional collaboration to support the Gender for Development Uganda (G4DU) programme. The initiative targeted seven districts across West Nile, Acholi, and Lango sub-regions, aiming to improve access, retention, and transition of adolescent girls in education.

The programme covered 140 primary and 64 secondary schools, targeting at least 5,000 girls.

CPAS Contributions Included:

- Collection and analysis of quantitative and qualitative performance indicators
- Geospatial mapping of schools and service delivery points
- Registration and profiling of vulnerable groups, including children with disabilities and teenage mothers

This intervention contributed to strengthening education systems and addressing gender-related barriers to schooling.

Refugee Livelihoods Research Study

The Centre also conducted a study on “Leveraging Contract Farming and Matching Refugees to Host Landlords to Improve Refugee Resilience and Livelihoods in Uganda.”

The study examined how innovative agricultural models—particularly contract farming—can address key constraints faced by refugees, including: Limited access to land

- Financial constraints
- Social tensions with host communities

Baseline data collection was completed, with implementation ongoing, contributing to evidence-based approaches for enhancing refugee livelihoods and resilience.

3. Collaborative Research and International Partnerships

CPAS expanded its international research collaborations through strategic partnerships.

Makerere–Kobe University Collaboration

Under a bilateral Memorandum of Understanding with Kobe University (Japan), the Centre conducted a study titled:

“Impact Evaluation of Refugee Involvement in Primary School Governance Structures on Refugee and Host-Community Children in Uganda.”

Key Objectives:

- Assess refugee participation in school governance structures
- Evaluate the impact of targeted interventions on inclusion and school performance
- Examine outcomes for both refugee and host-community learners

Proposed Interventions Included:

- Training for School Management Committees (SMCs) and Parent-Teacher Associations (PTAs)
- Community engagement forums
- Use of digital platforms (e.g., SMS-based dialogue systems)
- This research contributes to inclusive education policy and governance in refugee-hosting communities.

4. Knowledge Sharing and Statistical Advocacy

African Statistics Week 2025

CPAS, in collaboration with the School of Statistics and Planning, participated in the African Statistics Week (12th –21st November 2025) under the theme: “Leveraging Innovations in Data and Statistics to Promote a Just, Peaceful, Inclusive, and Prosperous Society for Africans.”

The event aligned with the African Union’s agenda on justice and development, emphasizing the role of high-quality data and innovation in driving inclusive growth and policy transformation.

5. Policy Engagement and Dissemination

CPAS contributed to regional and international policy dialogue through participation in high-level platforms.

- The Centre was represented in discussions on “The True Cost of Food: Policies for Sustainable Production of Coffee and Other Export-Oriented Crops in East Africa,” under the EU FOODCoST project.
- Engagements focused on linking statistical evidence to sustainable agriculture, trade policy, and food systems transformation.



8.0

**COBAMS
LIBRARY**



The CoBAMS Library, a two-branch facility across the School of Business and the School of Statistics and Planning, continued to support teaching, learning, and research in 2025. It maintained a diverse collection of digital and print resources across key disciplines, including economics, business, finance, management, statistics, and population studies. The Library also preserved a strong repository of theses, dissertations, and research outputs, reinforcing its role as a key hub for knowledge generation, preservation, and dissemination within the College.

8.1 CoBAMS Library Progress in 2025

The CoBAMS Library recorded notable progress in 2025 in strengthening its capacity to support the College's academic and research agenda. Key achievements included the expansion of library collections, enhanced access to electronic resources, strengthened user education and training programmes, and continued capacity building for library staff.

Library Resource Acquisitions and Expansion

The CoBAMS Library strengthened its collections through strategic acquisitions and valuable contributions from institutional partners and individual scholars.

Physical Library Resource Acquisition

Key physical acquisitions included:

- A total of 43 textbook titles (43 copies) acquired to enrich the core academic collection.
- 104 additional copies procured through the Makerere University Book Bank to support increased student access to essential learning materials.
- Subscriptions to both print and digital editions of *The Economist* and *Harvard Business Review*, providing users with access to current global insights in business, economics, and policy.

The Library also benefited from a number of notable donations, which further strengthened its repository of specialized resources:

- 10 copies of the National Planning Authority (NPA) Report, donated by Prof. Eria Hisali, a former College Principal.
- 12 copies of a PhD dissertation by Allen Kabagenyi titled "High fertility rates in

Uganda: Is low contraceptive prevalence responsible?”

- 2 books by Dr. John Mushomi on Mobility, Identity and Conflict Resolution in Africa.
- 4 policy reports from the Ministry of Finance, Planning and Economic Development, contributed by Associate Professor Ibrahim Mike Okumu
- Additional publications and statistical materials from UNICEF and Uganda Bureau of Statistics, particularly supporting the School of Statistics and Planning Library.

Electronic Library Resources and Databases

The CoBAMS Library, in collaboration with the Makerere University Library, continued to strengthen access to a wide range of electronic information resources to support teaching, learning, and research.

Key Databases and Digital Resources

The Library provided access to a broad range of internationally recognized academic databases, including:

- | | |
|-------------------|--|
| • Web of Science | • Taylor & Francis Online |
| • ScienceDirect | • Wiley Online Library |
| • Emerald Insight | • IMF eLibrary |
| • EBSCOhost | • World Bank Open Knowledge Repository |
| • SpringerLink | |

These platforms provided access to high-quality academic literature, including peer-reviewed journals, books, working papers, and policy reports across disciplines relevant to CoBAMS.

The MyLOFT Platform (My Library On Fingertips)

The MyLOFT system played a central role in enhancing digital access to library resources by:

- Providing a single integrated interface for accessing all subscribed databases.
- Enabling users to download, organize, and share digital content.
- Supporting remote access to library resources from any location.
- Improving overall user convenience and research efficiency.

Remote access to electronic resources was enabled through the MyLOFT system using institutional email credentials. Users accessed electronic resources both on-campus and remotely, enhancing flexibility in learning and research. On-campus access was

seamlessly provided through the University's internet network without additional login requirements.

Institutional Repositories

The CoBAMS Library continued to support open access and scholarly visibility through active engagement with the University's institutional repositories. Library staff assisted students and academic staff with self-archiving of dissertations, theses, and research outputs into the graduate and undergraduate repositories. The Makerere University Institutional Repository (MAKIR) recorded 2,487 submissions under the CoBAMS community whereas the Undergraduate Dissertations Repository (MAKUD) recorded 2,903 submissions under the CoBAMS community. This continued engagement strengthened the visibility, accessibility, and long-term preservation of academic research outputs from the College.

Referencing and Citation Management Tools

The Library continued to enhance research quality and academic integrity through provision and support of referencing tools.

- The Library provides access to EndNote 21, a reference management software available free of charge to staff and students and installable on personal computers through the Library.
- Users were also supported in the use of alternative citation tools, including Mendeley and Zotero, to improve referencing accuracy and research organization.

8.2 Library User Engagement Training and Capacity Building

Training and Engagement Programmes

The CoBAMS Library strengthened user capacity through structured training and engagement programmes, including:

- Training of over 540 users (students and staff) in the use of e-resources and research tools.
- Conduct of orientation and information literacy sessions for first-year students to support early academic integration.
- Delivery of 632 documents through the Document Delivery Service (DDS), supporting access to materials not readily available in the collection.

Development and Capacity Building Programmes for Library Staff

Library staff participated in several professional development and capacity-building

programmes throughout 2025, aimed at enhancing service delivery and operational efficiency. These included:

- Sign Language training
- Turnitin plagiarism software training
- Strategic Leadership training (School of Business)
- Consortium of Uganda University Libraries (CUUL) eResources Seminar at Uganda Christian University
- KOHA Integrated Library System (ILS) migration training
- Library Mentorship Programme
- Grants Administration training (GAMSU)
- CUUL Research Dissemination Conference
- Self-archiving and University recording studios sensitization

The training programmes significantly strengthened staff competencies in digital librarianship, research support, system management, and user engagement.

8.3 Research Support Services

The Library provided comprehensive research support aimed at improving academic integrity and enhancing the quality of scholarly outputs. Key services included:

- Plagiarism detection services using Turnitin and Plagiarism Detector tools, with users receiving similarity reports and guidance on paraphrasing and citation.
- Support in identifying credible journals for publication, assisting researchers in avoiding predatory publishers.
- Guidance in evaluating journals using reputable tools and databases, including: Web of Science, Google Scholar, Directory of Open Access Journals, Open Policy Finder and other recognized indexing platforms



9.0

AWARDS AND RECOGNITIONS

The College continued to celebrate excellence by recognizing the outstanding achievements of its staff and students. Awards and recognitions were conferred by the College, Makerere University, and external partners, acknowledging exceptional performance in teaching, research, innovation, leadership, and academic excellence. These accolades not only celebrated individual achievement but also reinforced CoBAMS' growing reputation for excellence and its commitment to fostering a culture of merit, professionalism, and continuous improvement.

9.1 Excellence in Teaching and Student Engagement

Vice Chancellor's Excellence Awards

During the 75th Graduation Ceremony, three (3) members of staff at CoBAMS received the Vice Chancellor's Excellence Awards for Best Teaching based on outstanding student evaluations. These include: Dr. Patricia Ndugga, Mr. Fred Kasalirwe, and Dr. Faisal Buyinza. The awards, presented during a graduation luncheon by the Vice Chancellor, Prof. Barnabas Nawangwe, recognising the College's commitment to high-quality and learner-centred teaching.

9.2 Student Academic Excellence and Recognition by Partners

ACCA Uganda Best Student in Accounting Award

ACCA Uganda awarded plaques to the top Bachelor of Commerce (Accounting) graduates, namely: Ms. Sarah Ndagire, Mr. James Mark Yiga, and Ms. Rebecca Nabagereka, who scored a CGPA of 4.68.



Mr. James Mark Yiga and Ms. Sarah Ndagire receive awards from ACCA

In the same spirit, during the Mak-ACCA Career Workshop held on 1st April 2025 at the Yusuf Lule Central Teaching Facility Auditorium, 10 Bachelor of Commerce students who graduated with First Class Honours during Makerere University's 75th Graduation Ceremony were recognised for their outstanding academic achievement. The recognition served to celebrate excellence and inspire other students to strive for high academic performance.



Some of the Bachelor of Commerce students who graduated with First Class degrees-Honours Division during the Makerere 75th Graduation ceremony

Prudential Uganda Actuarial Awards

On 11th June 2025, Prudential Uganda, in partnership with CoBAMS, awarded UGX 135 million to the top five (5) Bachelor of Actuarial Science graduates, who graduated during the 75th Graduation Ceremony of Makerere University, held in January 2025. The recipients were Mr. Brendan Joseph Lule, Mr. Gordon Twinomujuni, Mr. Allan Galabuzi, Ms. Daphine Katana, and Mr. Kenneth Inyangat.

Under the Prudential Actuarial Support Scheme (PASS), launched in 2022, each received:

- USD 500 cash prize
- Full sponsorship for global actuarial certification exams
- Professional mentorship and industry exposure
- Eligibility for a one-year apprenticeship with Prudential Uganda (top performers)

The initiative underscores CoBAMS' contribution to producing analytically strong graduates for the financial and insurance sectors.



L-R: Mr. Kenneth Inyangat, Mr. Gordon Twinomujuni, Ms. Daphine Katana and Mr. Allan Galabuzi pose with their certificates of recognition.

The Young Professional Award

Ms. Alice Nalweere, the best Master of Economics graduate, received the Young Professional Award from the Economic Policy Research Centre (EPRC) at Makerere University, including a two-year paid research fellowship, reflecting strong academia-policy linkages.



Regional Academic Excellence

In the Joint Facility for Electives (JFE) programme in Nairobi, Ms. Ritah Ahumuza (Master of Arts in Economics) who achieved the highest score in over five years (87.5%), received the African Economic Research Consortium (AERC) award, reinforcing CoBAMS' regional academic competitiveness.

9.3 Recognition of Outstanding Scholars and Researchers

Vice Chancellor's Excellence Awards

During the 75th Graduation Ceremony, seven (7) scholars from CoBAMS received the Vice Chancellor's Excellence Awards in recognition of outstanding research performance across early, mid and senior career stages.

In the early-career category, Ms. Christabellah Namugenyi and Mr. Richard Ssempala were recognized for their strong research productivity, each publishing 5 peer-reviewed articles.

In the mid-career category, Dr. Peter Kisakye led with 11 publications, while Dr. Anthony Tibaingana, Dr. Mushomi John Atwebembeire, and Dr. Kasimu Ssendawula were each recognized for producing 7 publications.

Dr. Stephen Wandera Ojiambo was honored in the senior-career category.

These recognitions highlight CoBAMS' vibrant research culture and its continued commitment to excellence in scholarly output.



Prof. Edward Bbaale, Principal-CoBAMS with some of the outstanding scholars who received the Vice Chancellor's Excellence Award

Book Launch in Honour of Dr. Jotham Musinguzi

Makerere University launched a scholarly book titled “Past, Present and Future Considerations in Advancing Population and Development in Africa: Essays in Honour of Dr. Jotham Musinguzi” on 17th October 2025 at the Main Hall. The event brought together scholars, policymakers, development practitioners, and students to celebrate Dr. Jotham Musinguzi’s contributions to population and development policy in Africa, while fostering dialogue on the continent’s demographic future.

The publication, produced by scholars from the School of Statistics and Planning at CoBAMS, led by Dr. John Atwebembeire Mushomi in collaboration with the Population and Social Development Institute (PSDI), documents over three decades of Dr. Musinguzi’s work in sexual and reproductive health, demographic research, gender equality, youth empowerment, and population policy.

The authors include: Dr. John Mushomi, Dr. Allen Kabagenyi, Dr. Fred Maniragaba, Dr. Richard Tuyiragize, Dr. Charles Lwanga, Dr. John Bosco Asimwe, graduate fellows-Mr. Paulino Ariho and Mr. Vincent Kayemba, and for members of staff- Dr. Abel Nzabona and Prof. Ronald Wesonga.

The volume explores Africa's demographic transitions, population trends, and prospects for harnessing the demographic dividend, drawing insights from Uganda and across the continent. It emphasizes the role of evidence-based research in shaping policies aligned with frameworks such as the ICPD Programme of Action, Agenda 2063, and the Sustainable Development Goals (SDGs).

Prof. Sarah Ssali described the book as a significant scholarly contribution that preserves intellectual legacy while advancing research on key development issues. She commended the editors for producing a valuable resource for researchers, policymakers, and students.

Dr. Jotham Musinguzi expressed appreciation for the recognition and highlighted the importance of strategic investment in education, health, and economic opportunities to harness Africa's growing population for development. He encouraged young people to actively contribute to shaping the continent's future.

The launch not only honored Dr. Musinguzi's legacy, but also reinforced CoBAMS' commitment to research, knowledge generation, and policy engagement on Africa's development trajectory.



Professor Edward Bbaale Inducted as Distinguished UNAS Research Fellow

Professor Edward Bbaale, Principal of CoBAMS, was inducted as a Distinguished Fellow of the Uganda National Academy of Sciences (UNAS) in recognition of his outstanding contributions to research, policy engagement, mentorship, and academic leadership. The honour reflects UNAS's commitment to promoting excellence in science and supporting Uganda's sustainable development.

A leading scholar in development microeconomics, Professor Bbaale has authored over 50 peer-reviewed publications and led numerous collaborative research projects with government and international partners. His work spans research, policy engagement,

and resource mobilization, contributing significantly to evidence-based policymaking and socio-economic development.

His induction followed a competitive nomination process. He was nominated by Associate Professor Ibrahim Mike Okumu and seconded by Professor Ronald Bisaso, highlighting his strong academic record and national impact.

The ceremony held on 31st October 2025 saw the induction of 27 distinguished scholars across the Medical, Social, Agricultural, and Physical Sciences. Several Makerere University academics were also inducted, underscoring the institution's strong research profile.

Reflecting on the honour, Professor Bbaale described it as both humbling and inspiring, reaffirming his commitment to advancing knowledge, mentorship, and service to society.



The President UNAS Council-Prof. Grace Bantebya Kyomuhendo (Right) presents induction documentation to Prof. Edward Bbaale (Left) as Council Members (Background) witness on 31st October 2025.



10.

END OF YEAR TEAM BUILDING EVENT



The College of Business and Management Sciences (CoBAMS) concluded the year by bringing together top management, academic, administrative, technical, and support staff for an end-of-year team building event held on 18th December 2025 at the Makerere University Guest House gardens. The event served as an opportunity to reflect on the College's achievements over the year, recognize outstanding contributions, appreciate staff commitment, and reaffirm the shared vision of advancing excellence in teaching, research, innovation, and community engagement.

Recognizing Excellence and Outstanding Performance



A major highlight of the celebration was the recognition of CoBAMS staff who received the Makerere University Vice Chancellor's Excellence Awards 2025. The awards

honoured outstanding academic staff across the Early Career, Mid-Career, Senior Career, and Best Teacher categories, underscoring the College's continued leadership in teaching, research, innovation, and knowledge generation. The recognition reflected the quality of academic work undertaken within the College and reinforced a culture of merit, professionalism, and continuous improvement.

Reflecting on a Year of Growth and Achievement

In his end-of-year address, the Principal, Prof. Edward Bbaale, applauded staff for their dedication and collective efforts that enabled the College to register significant achievements throughout the year. He highlighted milestones including increased research productivity, growth in externally funded projects, strengthened graduate training, expansion of international collaborations, successful implementation of strategic capacity-building initiatives, and the launch of staff welfare programmes such as the Mak-CoBAMS SACCO and the College Physical Fitness Programme.

The Principal also noted progress towards the planned CoBAMS Infrastructure Expansion Project, emphasizing that the College continues to invest in facilities and systems that support quality teaching, research, innovation, and graduate training. He encouraged staff to sustain the spirit of teamwork, innovation, and excellence that has positioned CoBAMS among Makerere University's leading academic units.

University Leadership Commends CoBAMS

The Deputy Vice Chancellor (Academic Affairs), Prof. Sarah Ssali congratulated the College on another successful year marked by excellence in research, teaching, innovation, graduate training, and international engagement. She commended staff for their resilience and commitment to advancing Makerere University's strategic objectives and encouraged them to continue producing impactful research, strengthening interdisciplinary collaboration, and nurturing solutions that address national, regional, and global development challenges.

She observed that the achievements registered by CoBAMS continue to enhance the University's reputation as a centre of academic excellence and reaffirmed Management's commitment to supporting initiatives that promote innovation, research commercialization, and quality higher education.

Strengthening Teamwork and Institutional Culture

The Deputy Principal, Assoc. Prof. James Wokadala, emphasized that the College's continued success is anchored in teamwork, mutual support, and a shared commitment to institutional excellence. He encouraged staff to strengthen collaboration across Schools, Departments, and research centres while maintaining a healthy work-life balance through initiatives that promote staff welfare and professional growth.

He noted that fostering a positive institutional culture, investing in staff development,

and promoting collegiality remain essential to achieving the College’s strategic ambitions and delivering greater impact to society.

Looking Ahead

As the College marked the end of the year, staff reaffirmed their commitment to building on the achievements realized during the year. The celebration provided an opportunity not only to recognize excellence, but also to renew the collective resolve to strengthen teaching and learning, expand research and innovation, deepen partnerships, enhance graduate training, and improve service to society.

The event concluded on a celebratory note, symbolizing the College’s unity, resilience, and unwavering commitment to excellence as it looks forward to greater achievements in the years ahead.



MakCoBAMS staff take to the dance floor, enjoying trending music and celebrating together during the end-of-year team building event.

