2016 ICTM
BOOK OF ABSTRACTS

3rd INTERNATIONAL CONFERENCE ON TECHNOLOGY AND MANAGEMENT
Good Morning,
Distinguished Guests, colleagues, Speakers, Scholars, students, members of the press and friends.

On behalf of the 3rd ICTM 2016 Conference organizing committee and on behalf of the entire University, I welcome you all to this conference here at Silver Springs in Kampala, Uganda!

I am so delighted to see so many colleagues, professors, friends and families from South Africa, Zimbabwe, Tanzania, Rwanda, and Uganda, all in one place to share ideas about a theme of great important to Africa’s development agenda! This is a theme on ‘improving service delivery through ICT Governance and Management Revitalization’.

It is increasingly becoming clearer that Africa’s public service delivery problems require effective management and leadership systems which equally need to be supported in a significant way by adoption of ICT. We now operate more in a networked environment where the use of internet and computer are no longer luxuries but a necessity. There are no better people placed to discuss this subject extensively than you delegates assembled here in this room.

This year’s Conference provides a very unique opportunity for all of us. This is a conference where you can reunite with colleagues from management (broadly used to cover economics, public administration, Governance, Business Administration, Human resource Management, monitoring and evaluation etc) and computing field in its broad sense to intensely discuss topics of the conference theme. Not only can you meet your old friends, who are now in top positions of academia, but practitioners with long experience to share how the world of work actually operates!

This year’s conference fits into Plato’s original idea of a symposium which in ancient Greek was a forum for men of respected families to debate, plot, boast, or simply to revel with others. They were frequently held to celebrate the introduction of young men into aristocratic society. Symposia were also held by aristocrats to celebrate other special occasions, such as victories in athletic and poetic contests. They were a source of pride for them. In modern usage it has come to mean an academic conference or meeting such as the ICTM conference. This conference is for men and women of respect and it is a source of pride to us all. We shall discuss the truth and beauty of technology and management.
The 2016 Organizing Committee members have worked extremely hard since November last year to prepare for an outstanding conference. The members of the scientific committee did a great job to review the abstracts and papers. We received a total of 177 abstracts but out of these only 114 were accepted to correspond with the conference theme. We have exceeded the total number of papers ever presented and the total number of people ever registered at the previous two conferences.

In a special way, I wish to acknowledge the immense efforts put in by our partners from the University of Johannesburg, South Africa; under the able leadership of Professor Chirstele Auriacombe. She has been indeed a true ally and a friend. She single handedly solicited for sponsorship of the conference and that is how she landed on Dr Sifiso Mbatha of DBSA who have provided us with the conference bags.

To the DBSA, thank you for the sponsorship and for acceptance of our invitation to attend the conference. You have fulfilled your corporate social responsibility and these great men and women attending this conference will forever remember you even beyond this conference. UTAMU remains grateful and we hope you extend even greater support in subsequent conferences for we are determined with our partners at UJ to make our joint conference partnership an annual event.

Professor Auriacombe also accepted to publish a special issue of the African Journal of Public Affairs in memory of this 2016 conference. I wish to also acknowledge Prof J Kuye as the editor of the African Journal of Public Affairs for having accepted to have this special issue.

This year’s conference will also see the birth of the International Journal of Technology and Management which will be launched shortly. We are equally honored to have the editor of the Journal, Professor Makoba amidst us. He has been at UTAMU since 16th May 2016 as a visiting Carnegie scholar and few days from now he will be leaving for his work place in the United States.

It will be intellectual injustice is I do not recognize the impressive roster of our distinguished speakers. Professor Henk Sol, is a scholar who does not need any introduction. My reliable sources suggest that Henk Gerard Sol (born 11 August 1951 in Borger, Netherlands) is a Dutch organizational theorist and Professor of Business Engineering and ICT at Groningen University. His research focuses on the development of services enabled by ICT, management information systems, decision enhancement and telematics. The second is Professor Opuda-Asibo, the Executive Director NCHE. Born in 1952, Professor Opuda-Asibo John is a specialist in Public health, Epidemiology and Preventive Medicine. Having Graduated from Makerere University in 1977 (BVM) and University of Minnesota USA, 1980 (MPH) and 1983 (PhD).
Ladies and gentlemen, we are honored to have the longest serving VC in the history of Uganda, who is also the first VC with military background. He served for uninterrupted 25 years as the VC of MUST and currently serves as the chairperson of UTAMU council. Prof Ian Kayanja is a Fellow of AAS since 1988; Veterinary and Human Medicine Born in 1938, Uganda and obtained his PhD in 1970 from the Wolfson College University of Cambridge in UK and Postdoctoral Degree in 1972 from Harvard Medical School in USA.

I also recognize all other members of council and board of trustees present.

There is also amidst us Professor Venansius Baryamureeba (born 18 May 1969) a Ugandan mathematician, computer scientist, academic, and academic administrator. He was the vice chancellor of the Uganda Technology and Management University, a private university in Uganda, from September 2013 until 28 September 2015. He is a former Presidential candidate for this country and currently the chair Board of Trustees for UTAMU. I recognize the presence of other members of BOT present.

We have successfully managed the whole conference with a comprehensive on-line process for abstract and papers submission, conference registration, and other services.

Our Local organizing Committee is committed to provide maximum hospitality. Please feel free to ask questions to committee members. We are here to serve you.

Enjoy your participation in the ICTM conference and memorable time visiting the Bugolobi Silver Springs area where UTAMU silently connects the continent and the world. We hope you return next year with even more colleagues for the 4th ICTM2017 conference to be held during the same dates and same month. The details are included in the conference bags!

Thank you. Have a wonderful day.

PROFESSOR BENON C. BASHEKA, Ph. D, FCIPS
CHAIR CONFERENCE ORGANIZING COMMITTEE AND VICE CHANCELLOR
Table of Contents

Welcome message 3

Table & Contents 6

Keynote Speech 6

Biography 7

Programme schedule 8

Abstracts 19
Ennovations for Delivering Shared Value

Prof. dr. Henk G. Sol
Professor of Business and ICT and Founding Dean (2004-2009),
Faculty of Economics and Business, University of Groningen, The Netherlands

Professor of Systems Engineering and Founding Dean (1992-2003),
Faculty of Technology, Policy and Management, Delft University of Technology, The Netherlands

Abstract
Resolving issues that matter is a major challenge in our ambient society, where we have to navigate in the sea of information to deliver shared value. Agile, analytic, big, intelligent, smart, sustainable describe the environment for decision enhancement. Business processes have to be engineered accordingly. Delivering shared value calls for ennovations, engaged innovative services, with conversations to collectively identify locally relevant problems, with vital public, administrative and business decisions and with management interventions to deploy localized solutions. Using many examples, the keynote reports on the COLLAGEN (Collective Learning and Agile Governance Environment) environment, which spans a rich arena of design guidelines. The approach supports smart governance for orchestration of engaged innovations, and delivers shared value to resolve issues that matter in society.

Bio Henk G. Sol
For over 40 years prof. dr. Henk G. Sol has been a driver of engaged scholarship in the field of information systems and decision enhancement. With his school of over 80 PhD dissertations supervised and over 10 PhD dissertations under way, he is a major contributor to building the foundations of design science research in management and information systems. As founding dean he has established the Faculty of Technology, Policy and Management at Delft University of Technology and the Faculty of Economics and Business at the University of Groningen, The Netherlands. Prof. Sol has organized numerous international conferences and workshops, he has published widely in renowned journals, edited many books, and given many keynote presentations all over the world. He is fellow of the Association for Information Systems and has fulfilled over 35 supervisory functions in many organizations.
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<tr>
<th>Time</th>
<th>Title</th>
<th>Author</th>
<th>Session Chair</th>
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<tr>
<td>08:00 - 11:00</td>
<td>Registration</td>
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<td>09:00 - 09:30</td>
<td>Key Note Speaker: Innovations for Delivering Shared Value</td>
<td>Prof. Henk Sol</td>
<td>Prof. Benon C. Basheka</td>
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<td>09:30 - 10:00</td>
<td>Key Note Speaker: Higher Education and Service Delivery: A regulatory Perspective</td>
<td>Prof. Asibo Opuda</td>
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<td>10:00 - 11:30</td>
<td>Break Tea</td>
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<td>10:00 - 11:30</td>
<td>Main Conference Hall</td>
<td>Room One - Session: E-Governance and Leadership (Chair: Dr. Doris Kakuru)</td>
<td>Room Two - Session: Public Service Delivery and Implementation (Chair: Prof. Johnson Makoba)</td>
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<tr>
<td>11:30 - 11:45</td>
<td>Session: Workshop on Research Methods and Engaged Scholarship</td>
<td>Ernest, Lethoko &amp; Martin: Corporate governance in faith based organizations: a case study of a selected Bible College in Uganda</td>
<td>Danielle: Sustainable management of Independent power production in South Africa</td>
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<tr>
<td>11:45 - 12:00</td>
<td>Room one</td>
<td>Dominique: Leadership and the Impact of the emerging concept of firm-hand leadership on economic growth and democracy in Africa</td>
<td>Ndaruhutse: Developmental higher education: higher education as an engine for Africa's development, lessons and recommendations</td>
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<td>12:00 - 12:15</td>
<td>Apophia &amp; Benon: Environmental management practices and corporate social responsibility in manufacturing Industries in Uganda: a preliminary analysis</td>
<td>Rogers, Gerald &amp; Stella: Bureaucratic structures and organizational performance: a comparative study of Kampala Capital City Authority and National Planning Authority</td>
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<td>Gerrit: Towards an e-governance competency framework for civil service managers: the South African experiment</td>
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<td>12:45 - 13:00</td>
<td>Johan: A critical analysis of the approach to local economic development (led) in South Africa</td>
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<td>13:00 - 14:00</td>
<td>Lunch Break</td>
<td>Room One - Session: Monitoring and Evaluation (Chair: Giz)</td>
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<td>Main Conference Hall</td>
<td>Room Two - Information Communication Technology (Chair: Dr. Annabella Habinka)</td>
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<td>Albert &amp; Benon: Local governance and service delivery agenda from the Citizen's lens: formative evaluation of Uganda's decentralization policy</td>
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<td>Jude &amp; Drake: ICT use and connectivity: a case for Southern and Eastern Africa Education Institutions</td>
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<td>14:15 - 14:30</td>
<td>Elizabeth and Basheka: Evaluating the predictors of uptake of retention of lifelong antiretroviral therapy among pregnant women newly diagnosed with HIV in Jinja district-Uganda</td>
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<td>Mary &amp; Rehema: A mobile decision enhancement model for startup women entrepreneurs</td>
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<td>Cloete: Building appropriate capacity to fast-track an Africa-rooted evaluation approach</td>
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<td>Ernest, Isaac &amp; Claire: Mining for votes: Inferring voting trends from Twitter data</td>
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<td>Albert: Evaluation capacity development in Uganda</td>
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<td>Magolo, Picho &amp; Basheka: Using Information and Communication Technologies (ICTs) in the management of climate change impacts in Uganda</td>
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<td>15:00 - 15:15</td>
<td>Aloysius &amp; Basheka: Contractor monitoring and performance of road Infrastructure projects in Uganda: a management model</td>
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<td>Timothy: Handoff management in wireless overlay networks</td>
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<td>15:15 - 15:30</td>
<td>Elizabeth, Sheila &amp; Baluku: Strengthening the monitoring and evaluation system for Jinja district Health department</td>
<td>Jude &amp; Drake: An Investigation into the existence and adoption of National or Educational ICT policies in East Africa educational Institutions</td>
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<td>15:30 - 16:00</td>
<td>Tea Break</td>
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<td></td>
<td>Main Conference Hall</td>
<td>Room One - Session: Emerging Trends and SME (Chair: Dr. Dominque Uwizeyimana)</td>
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<td>Session: Workshop on Research and Methods and Engaged Scholarship</td>
<td>Room Two - Session: SME and Development (Chair: Dr. Danielle Nel)</td>
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<tr>
<td>16:00 - 16:15</td>
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<td>Ronald: The effect of International Financial Reporting Standards (IFRSs) in developing countries: a case of Uganda</td>
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<td>Frank: Corporate governance and performance of SMEs in Uganda</td>
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<td>16:15 - 16:30</td>
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<td>Geoffrey &amp; Kamuganga: Effects of oil price shocks on economic growth of Africa's economies: a case of Uganda</td>
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<td>Kiiza &amp; Basheka: Community participation and sustainability of rural underground water projects</td>
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<td>16:30 - 16:45</td>
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<td>Faith: Challenges affecting performance of SMEs for women entrepreneurs in Mukono district-Uganda</td>
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<td>Damian: Exploring the relationship between good governance and development: lessons for Sub-Saharan Africa from South America</td>
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<td>Abesiga &amp; Netswera: Small and medium agribusiness enterprise performance modeling: a conceptual project to strategic management approach</td>
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<td>Benjamin: The role of virtual business incubation services in enterprise development: a critical analysis of International best practices</td>
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<td>17:00 - 17:15</td>
<td>Herbert, Picho &amp; Willy: The economic contribution of artisanal gold mining as an alternative livelihood option</td>
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<td>Paul, Godfrey &amp; Edward: The influence of leadership competencies on sustainable funding of nongovernmental organizations: a review of literature</td>
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<td>17:15 - 17:30</td>
<td>Everline, Vincent &amp; Basheka: Organizational culture and performance of SMEs in Uganda: a case study of the hotel sector in selected districts in eastern Uganda</td>
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<td>Kyatuha, Basheka &amp; Gertrude: Division of labour and it’s implications for decision making in Uganda’s University Sector</td>
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Day Two: Tuesday 2nd August 2016
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<tr>
<th>Time</th>
<th>Session/Panel Discussion</th>
<th>Room One - Session: Monitoring and Evaluation</th>
<th>Room Two: Session: ICT and Security</th>
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<tr>
<td>09:00 - 10:30</td>
<td>Main Conference Room - Session: Panel Discussion Title: The Role of Social Media in Improving Government Service Delivery (Chair: Dr. Drake Mirembe, Panelists: NITA-U, I-Network, ICTA-U, Media Centre)</td>
<td>Room One - Session: Monitoring and Evaluation (Chair: Prof. Gerald Karyeija)</td>
<td>Room Two: Session: ICT and Security (Chair: Prof. Jude Lubega)</td>
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<td>10:30 - 11:00 Break Tea</td>
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<td>11:45 - 12:00</td>
<td>Barifaijo: Adopting technology in the management of human resources in Higher Education Institutions (HEIs): a paradox</td>
<td>Erisa, Doris &amp; Getrude: School environment performance of public school teachers in Bugisu sub region</td>
<td>Bruno &amp; Ngubiri: Privileged escalation attacks in Android smart phones</td>
</tr>
<tr>
<td>12:15 - 12:30</td>
<td>Barbra: Anti corruption strategies in Uganda and their efficacy</td>
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<td>Agaba &amp; Jude: Improving reuse in Instructional design: adaptation of learning objects with multi-format assets</td>
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<tr>
<td>12:30 - 13:00</td>
<td>George: Challenges in urban development control and housing provision: a case of selected narratives in Zimbabwe</td>
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<td>Mukonyezi, Nanduttu, Ainemazima &amp; Odoch: An integrated system of existing technologies used to combat maternal mortality in developing countries</td>
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<td>13:00 - 14:00</td>
<td>Lunch Break</td>
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<td>14:00 - 14:15</td>
<td>Rapheal &amp; Henk: Farmer to farmer decision enhancement services: contributing to e-agriculture in Uganda</td>
<td>Joseph, Basheka &amp; Theresa: Factors that affect trade credit in manufacturing firms in Uganda</td>
<td>Erisa, Doris &amp; Gertrude: Provision of meals at school and performance of public primary school teachers in Bugisu sub region</td>
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<tr>
<td>14:30 – 14:45</td>
<td>Barifaijo: Mysterious diminishing qualitative data in Master’s dissertations: an attempt to extricate student’s dilemma in Ugandan Higher Education Institutions (HEIs)</td>
<td>Masereka &amp; Basheka: Plastic waste management strategies and sustainable environment management practices in Uganda</td>
<td>Frank, Dan &amp; Basheka: Corporate governance structure and the performance of KCCA and City of Kigali</td>
</tr>
<tr>
<td>14:45 – 15:00</td>
<td>Wanyama, Kyohairwe &amp; Karyeija: The contribution of student loan scheme towards access of higher education at Makerere University, Uganda</td>
<td>Mugurusi: SME’s participation in government procurement in Uganda: rhetoric vs. reality</td>
<td>Tukei, Basheka &amp; Epiphany: The influence of risk identification on staff performance in Kampala Metropolitan Police</td>
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<td>15:00 – 15:15</td>
<td>Wilfred, Ngaka, Epiphany &amp; Gakenia:</td>
<td>Executive support as a change management practice on performance of local governments in eastern Uganda</td>
<td>Perry &amp; Basheka: Factors affecting health system’s support for HIV status disclosure of clients in health facilities: a case of Mukono district of Uganda</td>
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<td>Ohairwe &amp; Basheka:</td>
<td>Decision making practices in the Pharmaceutical Sector: Implications for Uganda</td>
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<td>15:30 – 16:00</td>
<td>Tea Break</td>
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<td>16:00 – 16:15</td>
<td>Okuonzi:</td>
<td>Does voice type matter? An examination of the Influence of voice behavior over leadership competencies of SME Owner-Managers in Uganda</td>
<td>Kyatuha, Basheka &amp; Getrude: Authoritative structures and its Implications for decision making in Uganda's university sector</td>
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<td>Perry &amp; Basheka:</td>
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<td>Ohairwe &amp; Basheka:</td>
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<td>16:15 – 16:30</td>
<td>Namubiru, Ngaka &amp; Epiphany:</td>
<td>Households’ income dynamics: Implications for households’ food security in rural communities</td>
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<td>Frank &amp; Basheka:</td>
<td>A qualitative analysis of change and effectiveness of universities in Uganda: lessons from Makerere university</td>
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<td>16:30 – 16:45</td>
<td>Pamela &amp; Betty:</td>
<td>Gender relations and child nutrition-implications for Uganda's nutrition policy</td>
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<td>16:45 – 17:00</td>
<td>Kiiza &amp; Basheka</td>
<td>Indigenous knowledge and sustainable development in contemporary East Africa: lessons from Baganda in Uganda</td>
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<td>17:00 – 17:15</td>
<td>Felix &amp; Lydia</td>
<td>Organizational factors affecting the quality of operational services in small town water supply systems</td>
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<tr>
<td>17:15 – 17:30</td>
<td>Musinguzi &amp; Basheka</td>
<td>The efficacy of Institutional framework in the management of illegal and unsustainable trade in wildlife products in Uganda</td>
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Day Three: Excursion/Tour
E-Governance and Leadership

Corporate Governance in Faith Based Organisations: A Case Study of a Selected Bible College in Uganda
Ernest Katwesigye, Mankolo Lethoko and M.F. Kyeyune
Uganda Technology and management
University of Limpopo

Abstract
This paper is an exploratory study of the corporate governance practices of a selected Bible College, undertaken as part of a wider study of Corporate Governance practices of selected Faith Based Organisations (FBOs) in Uganda. It analysed the corporate governance practices of the Bible College, which was initially established as the training arm of a Pentecostal Group of Churches in Uganda, but later incorporated as an independent Company Limited by Guarantee. It establishes that incorporation as a Company Limited by Guarantee has not affected the way the College is governed, and the stakeholders do not adequately participate in its governance. However faith rightly plays a central role in the governance of the College. Although there is a clear governance structure, the College lacks an independent and well balanced Board, and so the Board is ineffective. It does not adequately provide leadership. The decision making and compliance mechanisms are reasonable, and the College upholds its values although the Board is not playing its role. The study recommends that there is a need to improve the corporate governance practices of the College. These include stakeholder involvement, the criteria for Board and CEO recruitment, Board leadership, and performance review.

Key words: Corporate governance, Faith Based Organisations, Uganda
Leadership and the Impact of the Emerging Concept of Firm-hand Leadership on Economic Growth and Democracy in Africa

Dominique E. Uwizeyimana
University of Johannesburg

Abstract

There is a lot of debate about the role of the firm-hand leadership style (command-and-control, authoritarian leadership or dictatorship) in achieving the rapid economic growth that took place in some East Asian ‘Tiger’ countries (such as Taiwan, Singapore and South Korea) during the last decade. Western development partners such as the International Monetary Fund (IMF), the World Bank and Tony Blair’s African Governance Initiative (AGI) as well as some leaders such as Bill Clinton (former President of the US), Tony Blair (the former British Prime Minister) and Clare Short (former Aid Minister in Tony Blair’s cabinet) praise this type of leadership for having led to economic growth in some African countries; and Rwanda and Ethiopia are often identified as the two star performers in this regard. Western donors and international financial institutions (IFIs) are now arguing that the rest of Africa should replicate the East Asian Tigers’ Developmental State model in order to achieve economic development. However, while western countries and institutions praise the firm-hand leadership style and seem to be promoting it in Africa, literature on leadership styles rejects firm-hand leadership outright as a “debilitating style” (Weir 2011:1), noting that Africa has been under authoritarian regimes since time immemorial and the very leadership style currently believed to lead to economic growth in the East Asian Tiger Countries and some few African countries such as Rwanda and Ethiopia was also blamed for having contributed to Africa’s under-development in the past few decades. This contradictory state of affairs leads one to ask this important question: What did previous African ‘firm-hand’ leaders do, or fail to do, compared with what their counterparts are now doing in order to achieve the economic growth which is currently being reported in Rwanda and Ethiopia? With this background in mind, the objective of this paper is to explore and contextualise the concept of ‘firm-hand leadership’ within the broader leadership framework, and to uncover what leaders of post-independence Africa who were described in the literature as “dictators” and “authoritarian” did to ruin their economies. The paper also seeks to uncover and report on what today’s firm-hand leaders in Africa are doing differently to grow their countries’ economies. Finally, it attempts to bring out the theoretical intricacies surrounding the concept in order to delineate the critical success factors for this type of leadership within the African context.

The research approach used in this article is essentially qualitative and is based on desktop research and literature review. One of the main findings of this research is that firm leadership has been practised for over 50 years in post-independent African countries, but this has not always been followed by economic growth. While the article rejects the notion that democracy is a sine qua non condition for Africa’s economic growth, it warns of the negative consequences that firm-hand leadership could have for democracy in Africa. A short abstract (summary) of your contribution may be inserted here. Use short, direct sentences. It should be as concise as possible. It should be complete, self-explanatory and should not require reference to the paper itself. The abstract should be informative, giving the scope and emphasizing the main conclusions, results, or significance of the work described.
Towards an E-Governance Competency Framework for Civil Service Managers: The South African Experiment

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Abstract
The emergence of the so-called “networked” or “knowledge” society profoundly transforms governance approaches on a global scale by introducing new forms of collaboration and exchange between society and government. Government institutions and agencies had to respond by optimally utilising ICT technology to facilitate e-governance applications for improved interactions with society. In light of this context a skilled and competent workforce for the application of appropriate e-governance technologies is essential. As the administrative leaders of executive institutions (i.e. government departments), civil service managers have to champion and oversee all e-governance applications and practices. Various general training models for capacity-building of civil service managers exist, but a comprehensive competency framework for their e-readiness as far as e-governance applications are concerned, is largely absent. Such a competency framework should be congruent with the unique governance circumstances, applications, operations, e-governance praxis, regulatory framework, and the ICT infrastructure-growth trajectory of a particular country. The purpose of this paper is threefold. Firstly, it will outline contextual perspectives regarding the utilisation of ICT in promoting e-governance in general, including an analysis of the seemingly insufficient alignment between government operational demands and the e-readiness (i.e. competencies) of civil service managers. Secondly, the paper will explore the South African Government’s initiatives in promoting e-governance competencies of its civil service, and thirdly, it will propose a comprehensive competency framework for civil service managers based on a comparative analysis of various models and best practice around the globe.

Key words: e-Governance, information and communication technology, competency framework, civil service managers
Environmental Management Practices and Corporate Social Responsibility in Manufacturing Industries in Uganda: A Preliminary Analysis
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Abstract

This paper addresses preliminary analysis of environmental management practices applicable to Corporate Social Responsibility (CSR) in a manufacturing set up of a developing country context (Uganda). This paper explores whether company willingness to bear responsibility for their impacts could be used as a tool to ensure effective Environmental Management Practices (EMP) within Uganda and by extrapolation, other developing countries. We analyse the existing information and confirm that despite existence of environmental protection legislation, natural resources continue to be degraded and some of this degradation is attributed to manufacturing industries. There is need to identify ways of arresting the prevailing situation. Existing literature shows that developing countries are increasingly using CSR as part of their business management strategies, but need help, especially regarding policies and systems, in order to harness it for better EMP. More research is planned aimed at showing that we can use the principles behind CSR to improve EMP within the manufacturing sector. It will also show that linkage between CSR and EMP is important for developing effective strategies for CSR programs and inculcating a culture of responsive citizenship by manufacturing companies.

Key words: CSR, Environment Management, Manufacturing, Uganda.
Decision Making Practices in the Pharmaceutical Sector: Implications for Uganda
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Abstract
This paper is an analysis of decision making principles and practices with in the pharmaceutical industry. The subject of managerial decision making in the sector forms an important area of research and policy debate and it has of recent become a much prominent sector for obvious reasons. First, the pharmaceutical industry contributes to improving the citizen’s health outcomes and productivity. Second, effective decision making is at the heart of what managers and administrators sector do. Third, there are glaring inefficiencies in the sector which blames the decisions made by those who run the sector. While organisations generate information at a much faster rate, the utilization of such information in decision making remains a matter of concern given the ineffectiveness in which some decisions continue to be made. This dilemma has generated a new and exciting interest for scholars. Moreover, the existence of noticeable historical practices that traditionally informed decision making over the long history of civilization makes it imperative to assess the interplay of these factors within the current decision making environments. This paper therefore traces how decisions have been made over time as specifically as applied to the pharmaceutical sector. The purpose of this study is to draw important insights for contemporary decision making challenges of the pharmaceutical sector within Uganda and the rest of the world. The study employed a descriptive cross-sectional survey design, in which both qualitative and quantitative techniques were used to collect data from decision makers and managers in Uganda’s pharmaceutical sector concerned with the regulation, management, and administration of its operations. The findings of this study demonstrate that; 1) Proper information management procedures must be strictly followed in order to provide decision makers with quality information for effective decision making. 2) Without the right information, to the right people, at the right time, sound judgment and ethical decisions cannot be made towards the progress and success of business enterprises and public organizations 3) Effective decision making significantly depends on the management and use of quality information 4) Politics, corruption, and individual competence, each, partially mediates the relationship between information management and effective decision making in the regulation, management, and administration of the pharmaceutical sector in Uganda. The study recommends that; (i) The government of Uganda through its relevant ministries should strengthen its responsibility for policy, regulation, standards, guidelines and quality assurance in regard to the proper implementation and Operationalisation of information management practices and the related technologies in all public institutions. This can be done through; provision of technical support, supervision and guidance, as well as undertaking monitoring and evaluation. (ii) Information management practices rely largely on awareness in the public service, business sector and the wider public who all have to appreciate and harness its advantages. The government of Uganda should, further develop and implement strategies for awareness campaigns at levels of public administration and amongst communities countrywide to change mind-set and minimize resistance to change. (iii) Research may also be carried out on how the buying of reliable information can influence judgment and the optimization of decision outcomes leading to better decision making in the regulation, management and administration of the pharmaceutical sector.

Key Terms: Decision making, Decision making practices, Productivity, Information management, Pharmaceutical sector, Uganda
The Influence of Leadership Competencies on Sustainable Funding of Local Non-Governmental Organizations in Uganda

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Abstract

Local Non-Governmental Organisations (LNGOs) funding figures over the years suggest that NGOs in Uganda are highly dependent on external sources of funding for their programmes and activities. This high level of dependence in turn undermines their independence and sustainability of the NGO sector.

This paper examines the leadership competencies of those presiding over the Ugandan NGOs and correlates such competencies to the sustainability of the NGO sector. The study has established that the survival of the NGO sector is highly dependent on both external funding and a strong NGO leader who has strong influence towards NGO funding. The leader is at the centre of NGO mission and overall strategic leadership. It is observed that when an individual with a vision launches an NGO, the organization’s motivation and decision-making often become intimately intertwined with the leader’s personality and character to the effect that the NGO may collapse when the NGO leader departs.

Despite the growing role and influence of NGOs and the role of the NGO leaders, there has however been no specific research conducted to establish the level of influence of competencies of NGO leaders on sustainable funding of the LNGOs particularly in Uganda. This paper provides the benchmark for assessing NGO leader competencies in relation to sustainable funding. It also provides a benchmark for capacity building of NGO leadership to overcome the syndrome of single leadership dependence and funding uncertainty.
Public Service Delivery and Implementation

Sustainable management of independent power production in South Africa
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Abstract

The power sector African are characterised by a countless shortcomings in supplying electricity to the public, in a sustainable manner. These constraints originate from challenges regarding green technology electricity generation, path dependency, demand and supply challenges, institutional and governance challenges and private investment impediments. Firstly, the electricity generation in South Africa is predominantly characterised by coal fired power supply. 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development was developed in 2015, SDG 7 calls for efforts to increase energy access for all, globally. A transition to environmentally sustainable power generation is essential in order to adapt to environmental changes due to climate change. However, such a transition is challenging in countries relying on the use of dirty technology, a transition to more sustainable clean technology is essential to minimise and avoid environmental degradation. Countries who are locked in to dirty technology due to historical, social, political and economic factors, remains path dependent on coal fired power generation. Moreover, this is increased by a highly centralised power grid which inhibits innovation and creation of alternative power generation mechanisms. There is also a lack of buy in from society for alternative technologies, this is also prevalent in the not-in-my-backyard (NIMBY) phenomena. This research investigates the various governance challenges through the institutionalisation of the South African Renewable Energy Independent Power Producers Programme (REIPPPP) in addressing SDG number 7. This research provides recommendations for sustainable institutionalisation and effective governance of similar renewable energy policy programmes.
Developmental higher education: higher education as an engine for Africa’s development, lessons and recommendations
Gad Ruzaaza Ndaruhatse

Abstract

Several countries have linked higher education to economic development with great success, including Finland and South Korea. For Africa, where a study of university systems across eight countries has unearthed contradictory notions of how Universities could draw on international best practice to encourage more flexible, differentiated, networked and development-focused higher education systems better placed to support economic growth. Precisely, higher education’s role in and contribution to development is influenced by three inter-related factors, which are themselves influenced by local circumstances, institutional characteristics and external relations: the nature of University and its stakeholders, the scope of a Universities’ activities and the nature and size of the academic core. This paper discusses the role of Universities in Socio-economic development with particular emphasis on the African context. Lessons and recommendations are drawn for policy makers, educationists and practitioners. Conceived from a utilitarian perspective and based on contemporary higher education theory and practice domain, three aspects are discussed: 1) understanding a University and its changing role(s), 2) on becoming a University graduate and 3) a University and self-reliance. The author, by presenting and examining the three issues in a public fora aims at contributing to the ongoing debate regarding the essence of tertiary / University education. Building on the seminal philosophy by the founder president and statesman of Tanzania, the late Mwalimu Julius Nyerere, the paper concludes that unless ‘higher education for self-reliance becomes a norm, rather than a reality; the tangible benefits of tertiary / University education will become illusive and even possibly contradictory’.

Key words: Universities, development, self-reliance, Africa.
Bureaucratic structures and organizational performance: a comparative study of Kampala Capital City Authority and National Planning Authority
Rogers Matte, Gerald Karyeija and Stella Kyohairwe

Abstract
Uganda has experienced reasonably good economic and institutional performance for over a decade which has been partly explained by the implementation of public sector reforms including the restructuring of public institutions, creating new agencies, and decentralisation with the view to rationalise delivery of services (Republic of Uganda, 2010). This paper examines the relationship existing between bureaucratic structures and organisational performance in Kampala Capital City Authority and National Planning Authority, which were established under the same vein. Specific objectives include: to critically review the hierarchical nature of organisational structures; to assess the role of rigid rules and procedures on optimal use of resources, and on the ability to carry out activities and deliver outputs; to assess the effect of group and individual relationships on the ability to deliver functional outputs; and finally to assess the role of leadership on the ability to deliver functional outputs.

The paper is a qualitative review based on secondary literature. The findings indicate that bureaucratic structures are effective if well-resourced and hierarchy is unambiguous; regulations and operational guidelines are critical in effectively operationalizing structures, and any lapse in their popularisation and enforcement will lead to high levels of impunity and low performance; organisations with bureaucratic structures should pay attention to group factors; and choosing an organisational structure is a risk minimization decision process. Lastly, it is noted that leadership style that is rational in appreciating and not compromising national political interests while exercising technical professionalism is critical in obtaining greater leverage for the delivery of strategic outputs of the organisation. The paper does not however quantify the relative effects of structures on performance and this provides an area for further research.

Key words: Organisational performance, Bureaucracy, Weberian Structures, Leadership style, Political Interests
Public policy Implementation in a decentralised state: a case study of South Africa’s national language policy

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Abstract
The positive correlation between decentralization and good governance though supported by observations in Africa has been a moot point in many other countries. The question has always been whether, in the ambit of good governance, policies crafted at the national level are best implemented by lower spheres of government. This Paper reports on research that explored policy implementation in a decentralised state. It does so through the lens of South Africa’s National Language Policy (NLP) and its implementation in the Province of KwaZulu-Natal – one of the country’s nine provinces. The South African government adopted the NLP in 2003 which, inter alia, recognised eleven official languages of the country. The NLP places implementation responsibilities on various spheres of government and specifies for them various structures, systems and processes as crucial for its effective implementation. Despite the existence of the policy framework it is clear that it is fraught with implementation problems and that some languages have not been given the prominence as envisaged by both the NLP or indeed the country’s Constitution. The study used Najam’s 5-C protocol on policy implementation as its conceptual framework. Using appropriate sampling techniques, qualitative data was sourced from provincial government departments; district municipalities; universities and select representatives of stakeholder organisations all of which are recipients of language services in the Province. The qualitative data was analysed using thematic analysis based on the conceptual framework developed for the study. Findings of the study suggest, inter-alia, that factors relating to content, context, commitment, communication and client coalitions were fundamental to successful policy implementation within a decentralised state. Findings also debunk the one-size-fits all approach to policy implementation and find value in flexibility and adaptability during policy implementation. This paper concludes with a discussion on recommendations on how areas of weakness in decentralised policy implementation processes can be strengthened. It also comments on how the areas of success can be maintained and used as a benchmark for effective policy implementation and good governance.

Key words: Policy implementation, Policy implementation protocols, Decentralisation, Good governance, South Africa
A critical analysis of the approach to local economic development (LED) in South Africa

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Abstract
The advent of the new constitutional dispensation in 1994 heralded significant transformational and governance reform in South Africa. In particular the Government White Paper on Local Government of 1998 formally introduced the concepts of local economic development (LED) and of developmental local government into the South African vernacular, consistent with the evolving national zeitgeist of the developmental state. LED therefore had its genesis in, and was from the start in effect largely consigned by statute to, the local government sphere – in the South African context arguably the governmental sphere least equipped to deal with it. From the inception the narrative of LED in South Africa was influenced less by sound economic prescript than by a complex of ideological and welfare considerations.

It has been observed that typically in practice, “…(l)ocal economic development is a highly complex matter, and there is no clear conceptual model available that incorporates all of its potentially important dimensions” (Smoke 1997). There currently is no evidence of the employment in South Africa of systematic methods in the determination of local economic development goal sets that are informed by coherent theories of change and of action.

The paper argues for a fundamental re-conceptualisation and demystification of South Africa’s approach to LED based on structured integrative engagement within a value chain approach that harnesses cooperative effort across jurisdictions and governmental spheres in support of local development that is informed by an internally consistent LED model. The concepts and praxis related to LED are complex and multidimensional. The paper proposes a generic analytical model based on a theoretical and conceptual framework which lies on a broad cognitive scale of abstraction. The analytical model is thus extrapolated from a conceptual and contextual framework forged to understand the causal relationships between relevant concepts and processes. The paper does not pretend to perform an exhaustive evaluation of LED praxis in South Africa. Rather, it provides a critical heuristic analysis of selected relevant features of the theories of change and of action underpinning approaches to LED in South Africa based on the proposed analytical model. The paper reflects the finding that potentially significant elements of South Africa’s theories of change and of action insofar as LED is concerned have long remained unsettled.

Key words: Local economic development, paradigm, praxis, unsettled, South Africa
Monitoring and Evaluation
Local governance and service delivery agenda from the citizen’s lens: formative evaluation of Uganda’s decentralization policy
Benon C. Basheka and Albert Byamugisha
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Abstract
The local governance, decentralization and service delivery sector is a touchy area to citizens of any country. The area is also a potentially a ‘poisonous’ field given its highly politicized nature. The best judges to conduct an evaluation of the extent to which the policy is working or not to achieve the intended objectives are the beneficiaries—citizens. The general objective of the decentralization policy in Uganda was and still remains to fundamentally transform society by empowering citizens to take charge of their development agenda in order to improve their livelihoods. Decentralization was among others expected to contribute to development by empowering the people and institutions at every level of society including public, private and civic institutions; improving access to basic services; increasing people’s participation in decision-making; assisting in developing people’s capacities; and enhancing government’s responsiveness, transparency and accountability. In this paper, the we present empirical findings from a survey of over 400 respondents selected from each of the regions of the country. The findings suggest the majority of citizens continue to rate most services as poor thereby questioning the efficacy of the decentralization policy in Uganda. Our survey suggests that over 60% of the survey respondents had at least raised complaints above service delivery with 70% of the complaints directly made to political leaders who in a democratic context are the eyes and ears of the citizens. We interrogate what has worked and what has not worked within the decentralization initiatives. We make suggestions on what policy makers need to do to address the identified gaps as perceived by citizens.

Key words: Local Governance, Evaluation, Decentralization
Evaluating the predictors of uptake of and retention on lifelong Antiretroviral Therapy among pregnant women newly diagnosed with HIV in Jinja District - Uganda

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Abstract

Background: To eliminate Mother to Child Transmission (MTCT) of HIV, WHO recommends 2010 that all pregnant and lactating mothers be initiated on lifelong Antiretroviral Therapy (ART) immediately they are diagnosed HIV positive. Uganda adopted these guidelines in 2012. However, it was not programmatically clear whether those newly diagnosed HIV positive would immediately accept initiation and retention on lifelong ART when not ill. This paper presents findings of an evaluation of predictors of uptake of and retention on lifelong ART among pregnant women newly diagnosed with HIV/AIDS in Jinja District.

Methods: Quantitative data was collected through a review of maternity and ART registers between June and December 2013, from 12 out of 26 health facilities (HFs) accredited to offer ART in the district. SAS version 12 was used to analyse for frequency distributions and cross tabulations (bivariate analysis), for predictors of retention on lifelong ART with a 95% confidence interval and p-value of 0.05.

Results: 206 pregnant women were newly diagnosed HIV positive; 98% initiated on lifelong ART, 75% (154) of them the same month of diagnosis. Only 135 (67%) adhered to monthly ART refill appointments, 18% missed one to two months of refills, 15% missed three and more monthly appointments. Retention was more likely among those attending urban compared to rural HFs (p value =0.0026), Private not for profit HFs compared to public (p value = 0.0002), multi-gravida compared to prime gravida or no child (p value 0.0001) and pregnant women above 24 years old compared to younger ones (p value 0.0402).

Conclusion: This study reveals a high uptake of lifelong ART among pregnant women newly diagnosed HIV positive, with low retention rates. Low retention and adherence could compromise elimination of MTCT of HIV. The district needs to devise strategies to support retention especially of younger pregnant women, those attending public HFs and rural residents.
Building Appropriate Capacity to Fast-Track an Africa-Rooted Evaluation Approach

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Abstract
There is a growing concern across the globe that a one-size-fit-all programme evaluation approach according to the western evaluation model is not always appropriate in culturally and developmentally different contexts. The history of evaluation in Africa is a case in point, but it is an open question to what extent this implies a totally new ‘African’ evaluation approach or ‘paradigm’ that can be regarded as substantially different from a so-called Western programme evaluation paradigm. Clarity is needed about what changes should be brought about to the prevailing western model of programme evaluation to be more appropriate in Africa and how should these differences be dealt with.

The concept of a more appropriate Africa-rooted programme evaluation management model has now been explicitly placed on the evaluation agenda in Africa. Proposals for a coherent and dedicated implementation plan for the Bellagio Report proposals are summarised in this paper. These proposals do not amount to a substitution of the prevailing model of evaluation, but rather to a customisation of the model for the African continent. A dedicated project management effort under the auspices of AfrEA and its member VOPE associations is necessary to do this. SAMEA can and should play a very strategic role in this regard.

Key words: Evaluation, Africa
Evaluation Capacity Development (ECD) in Uganda
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Abstract
Despite the copious resources allocated by international development partners and the Government of Uganda’s coffers to enhance Uganda’s’ capacity to evaluate the performance and impact of development programmes and policies, most evaluation capacity development (ECD) efforts have not been in place or not yielded the expected results. Time and energy have been focused on the measurement of short-term effects by development partners whilst long-term results have largely remained elusive. As a result, a variety of actors across the country are calling for more innovative strategies. In particular, more efforts are currently being made to revitalize the evaluation function in international development at the global level and to enhance a shift from short-term training to more contextually relevant, systemic learning, equity and sustainability efforts. This paper aims to provide a critical overview of ECD initiatives undertaken by the Office of the Prime Minister in Uganda over three years (2013–2015) that worked well and investigate how they could be improved. The common issues stress the need for harmonisation and collaboration between international partners and Ugandan government and more effective collaboration with in-country institutions and organizations committed to evaluation capacity development (ECD). The analysis in this paper is timely and relevant for both the strengthening of so-called made-in Uganda evaluation methods and approaches and the roll-out of systemic and organic ECD strategies. The debate spurred by this paper is likely to contribute to the current global debate on what strategies ought to be taken as part of the post-2015 agenda. This in turn will spur the debate on ECD to increase in importance and undoubtedly in intensity.

Key words: Evaluation capacity development training, Evaluation
Contractor monitoring and performance of road infrastructure projects in Uganda: a management model
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Abstract
This paper is a preliminary analysis of the influence of contractor monitoring on performance of road infrastructural projects in Uganda. The subject of contractor monitoring is an important area of research and policy debate and it has of recent become a much prominent issue for obvious reasons in procurement. Decisions after contracting parties need to be made rapidly and actions need to follow promptly, often with support from the concerned parties. Such decisions are based on solid scientific information, but this is made less likely when the road projects take a lot more time than anticipated. The lack of a developed theory in extant literature that provides a comprehensive explanation of how contractor monitoring in the context of a developing country like Uganda justifies the reliance of institutions in the nation on good procurement principles and analytical framework. The phenomenon of contractor monitoring is important to the Ugandan economy as it provides a clear understanding and the best means to handle contractors and contracts in Uganda. This preliminary theoretical paper seeks to set the stage for an empirical study to identify the best practices for contractor monitoring using the management model for best procurement practices.

Key words: Monitoring, Contract, Performance, PPDA, UNRA
Strengthening the Monitoring & Evaluation system for Jinja District Health Department
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Abstract

Issue: The Uganda Monitoring & Evaluation Plan for Health Sector Strategic & Investment Plan 2010/11 – 2014/15 underscored the importance of Monitoring and Evaluation in improving the quality of routine information systems and institutionalizing mechanisms and tools for measuring quality of both facility and community based services. It further recognized its value in strengthening dissemination and use of information at both national and sub national levels. In agreement, the Jinja District Health Department the recognized the importance but acknowledged that their Monitoring and Evaluation system was predominantly dependent on the Health Management Information System and quarterly monitoring and supervision. This system had not adequately provided opportunities for learning and accountability for resources as well as improving service delivery. Moreover, there was low data utilization for planning, learning and advocacy at all levels of the health system in the district. This prompted them to seek for technical support to improve their Monitoring and Evaluation System. This paper presents the process and outcomes of strengthening the Jinja District Health Department’s Monitoring and Evaluation system.

Description: Using the World Bank Ten Steps to a result based monitoring and evaluation system, the District Health Team (DHT) was facilitated to conduct an assessment of their Monitoring and Evaluation system, agree on outcomes to monitor, set indicators and baselines for the agreed upon outcomes, set targets and monitored progress towards the targets. The DHT also planned for improved reporting and using the findings from implementation and worked on sustainability plan for the M&E. The result of the M&E assessment pointed out a strong data collection and reporting system (The Health Management and Information System - HMIS) but also inadequate M&E, data management, analysis and presentation skills. Training was arranged for the DHT and records assistants in M&E, which culminated in developing and M&E plan & tools and agreeing on indicators to monitor and periodic reporting. The department received computers and other accessories and the DHT members were trained in data analysis, reporting and use. As a result, DHT members used their data to write papers for national and international conferences, commissioning operational research studies using and disseminating reports from their interventions on their notice boards and their website developed for this purpose. An M&E team to sustain the system was identified.

Conclusion: Achievement realized in strengthening of the District M&E system was arrived at due to the commitment of the District Health Department leadership, but most importantly the enthusiasm and team work of the DHT. However, there is need to sustain the achievements and this calls for extra dedication by the M&E team.

Key words: Monitoring, Evaluation, District Health Department
Abstract
There have been great efforts to use and connect ICTs in the educational settings in Africa but less of such information is documented. The paper attempts to examine the use of ICTs and connectivity that exists in a selected number of East (Uganda and Kenya) and Southern (Mozambique and Zambia) Africa educational institutions. Both qualitative and quantitative methods were used in information collection on the selected case studies from Southern and Eastern Africa educational institutions. The educational institutions that were considered had the following characteristics; primary, secondary and teacher training, rural/urban, private/public schools. The ICT use in terms of computer usage by both staff and students, software applications used, types of connectivity used and strategies for improving ICT integration are discussed. It was apparent out of the research undertaken that ICT integration is still poor generally in the lower levels of education, connectivity was still a problem and ratio of computer to students/staff was not in the desired levels.

Key words: ICT Integration, Connectivity, Computer Ratio
A mobile decision enhancement model for startup women entrepreneurs
Mary Komunte and Rehema Baguma

Abstract
The process of starting up an enterprise plays a critical role in the success and survival of enterprises, which significantly is influenced by accurate and relevant information for decision making. Yet, choosing to start an enterprise is a challenging task for many entrepreneurs in developing countries. Research on women’s enterprise startup and information needs for decision making is limitedly available. The explosive growth and use of mobile devices in developing countries is visualized to support startup women entrepreneurs. However, startup women entrepreneurs still lack the knowledge of utilizing the few mobile services available. There is lack of relevant mobile decision enhancement services to facilitate startup women entrepreneurs that focuses on constant communication to support decision making. Design science paradigm was used to enhance ill-structured startup decision processes of startup women entrepreneurs. The model gives the accurate and timely information that is needed to enhance the enterprise startup decision processes. The model is best on the requirements resulting from literature and an exploratory study of 150 startup women entrepreneurs in Uganda. Our further research will be dedicated to the implementation, evaluation and refinement of the mobile decision enhancement model for startup women entrepreneurs.

Key words: Mobile Services, Decision Enhancement Model, Startup Women Entrepreneurs, Decision Making
Mining for votes: Inferring voting trends from Twitter data
Ernest Mwebaze, Isaac Mukonyezi and Claire Babirye
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Abstract
Micro-blogging platforms like Twitter have proved to be fertile ground for political campaigns. In several applications, Twitter data has been mined to understand sentiments of the population, to determine trends and to understand the informal communication amongst people. A key challenge with the Twitter platform is that it produces immense quantities of noisy unstructured user-generated data across multiple social relations. The uniqueness of social media data calls for novel data mining techniques that can effectively handle user-generated content with rich social relations in order to build descriptive and predictive models of social interactions. We analyse Twitter data for the #UgandaDecides hash tag for Uganda Presidential elections 2016, during the period of January to February. We draw parallels and highlight peculiarities between inferences derived from the data and the official results reported for the elections. We show that in some cases Twitter can be informative of outcomes of an electoral process as well as highlight areas of high uncertainty in the process. In the analysis we use the Pandas Python-based framework as well as matplotlib for the visualization of the data extracted. We find out how much information diffuses from one user into the social network, an indication of how much a story can cause an impact and how this analysis feeds back into monitoring and evaluation, security, policy making and any other decision making process

Key words: Data Mining, Social Media, Uganda Elections, Big Data, Sentiment Analysis
Using Information and Communication Technologies (ICTs) in the Management of Climate Change Impacts in Uganda: An Empirical study

John Magolo, Epiphany Picho and Benon C. Basheka
Uganda Technology and Management University

Abstract
Well-tested and implemented Information and Communication Technologies (ICTs) can and should be an integral part of climate change impacts management (mitigation, preparedness, response, and rehabilitation). ICTs can play an important role in the collection, retrieval, dissemination, and storage of information, to ensure that it is available to those who need it; at the time and place it is needed. However, access to adequate infrastructure is a prerequisite for the adoption and use of ICTs in risk reduction and disaster response coordination. The implementation of ICTs for climate change impacts management in Uganda is uneven among regions, and the lack of access to modern and up-to-date ICT infrastructure has severely hampered the effectiveness of a disaster management authority to competently respond to identified hazards. This therefore calls for increase in the amount of ICT infrastructure information gathering, hazard and vulnerability assessments, early warning alerting, quick response capability, and the coordination of rehabilitation activities both locally and nationally

Key words: Information and Communications Technology (ICT)
Climate Change Impacts (CCI), Management, Uganda
Handoff Management in Wireless Overlay Networks

Timothy Kivumbi
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Abstract
The rapid growth and evolution of wireless technologies necessitates future wireless communication to be carried out in a rather seamless manner. Due to the diverse nature of wireless overlay networks, one of the greatest challenges they are facing is finding a way to coordinate different types of existing networks. The link between several wireless overlay networks and interfaces among dissimilar networks has to be maintained all the time to ensure real time services. Due to a large number of nodes and interconnections in these networks, handoff management is very crucial in order to sustain ongoing connections during handoff events. Seamless connectivity in wireless overlay networks entirely depends on deployment of efficient handoff mechanisms. Such diverse heterogeneous networks require the design of well managed and coordinated intelligent handoff mechanisms to allow devices to receive services and to switch from one node to another without losing connection. This paper examines handoff management schemes for wireless overlay networks.

Key Words: Handoff management, Wireless Overlay networks, Fuzzy Logic, Vertical handoff, Heterogeneous networks, Quality of Service (QoS), Mobile Terminal.
An Investigation into the existence and adoption of National or Educational ICT Policies in East Africa Educational Institutions

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Abstract
The increasing demand for ICT integration by both government and other external forces within educational institutions of East Africa is leading to a paradigm shift in educational delivery. The demand has come as a result of different trends and policies that are being developed to streamline and guide ICT integration within institutions of learning. Today many of the students in higher institutions of learning are the digital youth. They have been exposed to all sorts of digital infrastructure and interacting within a digital environment has become part of them. It is also apparent that established government ministries within East Africa for both Education and ICT realize the need for use of ICT in the provision of services and have helped in the formulation of integration policies. In East Africa both Uganda and Kenya have been able to develop National ICT policies (National ICT Master Plan and National ICT Policy respectively) in which clear ICT Integration in Education guidelines have been spelt. This has led to the formulation of ICT curriculum for both lower and higher education institutions within the two countries. However Kenya has excelled by further developing a curriculum for Primary Teachers ‘colleges. Therefore Uganda currently has one guiding policy on curriculum as compared to the two possessed by Kenya. Uganda has further developed other national policies for effective integration. It is apparent that the formulation of the policies has led to actual and potential impacts for both Kenya and Uganda. However with so many policies being in place, there are higher chances that their development is not centrally coordinated. Therefore proper implementation and monitoring of these policies is quite hard.

Key words: ICT Policy, ICT Integration in Education, National ICT Policy
Emerging Trends and SME

The Effect of International Financial Reporting Standards (IFRSs) on profitability performance of SMEs in developing countries: a case of Uganda

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Abstract

With an ever growing importance of SMEs in developing countries like Uganda, where they account for over 90% of the private sector output and contribute greatly to the GPD of the country, like in all other developing nations, their performance can no longer be ignored owing to the fact that majority of them fail before their first birthday due to a number of reasons. This study sought to find out how International financial reporting standards do affect the performance of SMEs in developing countries with particular interest in Uganda. Despite the existence of the so many facets to performance of SMEs, this particular study looked at it from a profitability point of view. With a broader aim of trying to find means of how to stem the ever growing and a high failure rate of SMEs, as earlier studies have indicated that majority of them always fail within their first year of existence. While those that survive the failure, remain struggling throughout their business lives. The results from the primary data collected in this study revealed a significant value of 0.00 which is less than 0.05 confidence level form Pearson correlation. An implication that SMEs applying IFRSs are performing better from profitability perspective, A view many business and management scholars didn’t look at closely, a gap that this study has sought to close. With Policy makers in developing countries grappling with problem of SME failure rates. It’s high time, they advocated for a compulsory and full compliance of SMEs to IFRSs, as this study has already highlighted it as a possible solution for the future, which might save a number of SMEs from possible failure, hence stabilizing many emerging economies.

Key words: Small and medium enterprises(SMEs), International Financial reporting standards(IFRSs), Profitability Performance
Effects of oil price shocks on economic growth of Africa’s economies: a case of Uganda
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Abstract
The relationship between oil price shocks and economic activity has become a centre of interest to many researchers around the world and the recent decline of oil prices has even amplified the interest of many scholars in this area.
In contrast to the extensive literature on the impact of oil prices shocks on the United States of America (U.S.) economy, there have been fewer studies on developing economies. The paper is intended to fill this gap by establishing the effects of oil price shocks on Gross Domestic Product (GDP) growth, unemployment, foreign direct investment and official development assistance received by Uganda, a net oil importing country.
Through analysis of time series secondary data and using a structural vector autoregressive model (SVAR), effects of oil price shocks on the above variables are examined

Key words: Oil price shocks, Economic growth, Oil importing countries in Sub-Saharan region
Challenges affecting performance of SMEs for women entrepreneurs’ in Mukono District-Uganda

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Abstract
The economic role played by Women in Small and Medium Scale Enterprises (SMEs) of any nation cannot be re-emphasized and yet, limited scholarly effort is made to understanding the challenges faced by women entrepreneurs. In Uganda, SMEs serve as the major employer of labour representing about 95%. This statistic is a pointer to the contribution of this segment to Uganda. This paper discusses the nature, performances and challenges that affect the performance of women SMEs. Challenges examined include among others inadequate trade financing and capital, inadequate training and skills, limited access to markets, high interest rates, poor bargaining power, socio-cultural ties, government policy, unfair labour laws. The paper recommends that the women SMEs should re-strategize the ways they carry out operations from as-usual to un-usual. The Government should have a more involving women support plan, need to provide adequate training and more channels for information asymmetry, provide adequate funds and Ensuring the right structure for dissemination financial help, financial institutions should subsidize the loan requirement and interest rate to . With these in place the Women SMEs will have a comfortable place to play around in Uganda as it serves as the major mover of the economy.

Key words: SMEs challenges, Performance of SMEs, Uganda
Small and Medium Agribusiness Enterprise Performance
Modeling: a conceptual project to strategic management approach
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Abstract
There is overwhelming evidence that small and medium businesses are failing in big numbers throughout the world. The performance of any business in a competitive economic environment is dependent upon the quality of its management vis a vis proper implementation of strategic management practices. This conceptual theoretical paper towards a doctoral thesis examines how the performance of smallholder agribusiness can be enhanced through strategic management approaches. The paper discusses the challenges faced by small and medium agribusiness enterprises worldwide and pays specific attention to the Ugandan agribusiness sector. It argues that the dynamism in business environment makes it imperative for organisations to adopt an anticipating stance towards change. Cultivating a proactive management culture will enable an organisation to take advantage of opportunities that exist in its operating environment. Strategic management is therefore an important and indispensable tool for the business organisation performance, and for any organisation that wants to gain competitive advantages. Proper implementation of the strategic management along with other models of strategic planning in a business organisation would provide a fresh approach to re-emphasising responsible management. The paper proposes methods and methodologies that would be most appropriate in undertaking research of this nature. It is hoped that operators of SMMEs and research practitioners will utilize this approach to find answers to the important and universal question of SMME and particularly SMAEs failure.

The Economic Contribution of Artisanal and Small Scale Gold mining among the mining communities in Mubende and Buhweju districts

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Abstract
This paper presents findings of the study to examine the economic contributions of Artisanal and Small Scale Gold Mining in selected districts. Artisanal and Small Scale Gold Mining is an important economic activity that underpins the livelihoods of many people worldwide. Despite its importance, major focus in Sub-Saharan Africa has traditionally been on large-scale mining and the economic benefits that accrue are less known or documented (Collier, 2010). This study thus examined the economic contribution of artisanal and small scale gold mining in the districts of Mubende and Buhweju in Western Uganda. An exploratory study design with the principles of epistemological Positivism was used. (Stahl 2003, Sol & Gonzales, 2012; Wynn, 2001). 384 respondents were selected from artisans, mining rights holders, and local leaders. Data was collected using observation checklists, survey questionnaire, interview guide, and documents review guide. The findings indicated a strong correlation between the variables of interest (Artisanal Small Scale Gold Mining and Economic Contribution) determined using odds ration and 95% confidence intervals. Although there is considerable income from the artisanal and small scale gold mining operations (higher compared to other livelihood enterprises), this income does not necessarily find its way into the household to meet the economic needs. This is largely because of the luxurious consumptive behaviours of household heads (males) coupled with a host of other challenges that characterise the process. This was evidenced by the fact that majority of the mining communities particularly those without alternative livelihood enterprises found difficulties meeting their household economic needs such as medical care, school fees and clothing. There are also no savings made all year round from the income generated which further exacerbates the poverty problem among the mining communities. Thus, in order to mitigate the current mining discourse, there is a need to formulate strategies that seek to ameliorate these challenges and help to maximize the economic benefits from the mining and improve the livelihoods of miners.

Key words: Artisanal gold mining, Economic contribution, Livelihoods
Organizational culture and performance of SMEs in Uganda: a case study of Hotel sector in selected districts in eastern Uganda

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Abstract
A number of studies acknowledge the importance of SMEs as engines that drive economic growth especially in emerging economies. However, the failure rates and poor performance among SMEs in Uganda continues to persist. The purpose of this study was to establish the effect of organizational culture on the performance of SMEs in Uganda. A cross-sectional survey design was used to collect data from 82 hotels in Eastern part of Uganda. This study unlike other studies included both managers and employees as respondents. The ongoing study has so far established that organizational culture positively influences SMEs performance with the various traits showing different effects on SMEs performance. Internal focus so far indicates a significant positive relationship to organizational performance unlike external focus.

Key words: Organizational culture, involvement, consistency, adaptability, mission, SMEs and performance
SME and Development

Corporate governance and performance of SMEs in Uganda
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Abstracts
SMEs in Uganda are currently the number one employers and contributors to GDP for this ‘pearl of Africa’. However, business governance challenges faced by these organisations are slowly decreasing their contribution to the economy. This paper examines how corporate governance practices can enhance the performance. Results from a quantitative survey of 100 SME proprietors show that increase in accountability, effective decision-making, fairness and equity and transparency have a significantly positive impact on the profitability of these organisations. Corporate governance infused better management practices, improved decision-making, strengthened internal controls and reduced losses in a few SMEs that applied these principles. This paper advocates for government, business services organisations and commercial banks to provide more awareness, skills training and motivation for SME proprietors and managers in the use of corporate governance principles in their business operations.

Key words: Corporate governance, Accountability, Fairness and equity and transparency, Performance of SMEs
Community participation and sustainability of rural water projects in Uganda: empirical findings from Kkingo sub-county, Lwengo district.
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Abstract
The general objective of the study aims to establish the relationship between community participation and sustainability of rural water Projects in Kkingo Sub County. The study used across section research design, within a positivism philosophy which posted into epistemological and ontological stance in the attempt to grasp the ultimate reality. The study sample size of the study was 379 and we applied Purposive, stratified and simple random sampling techniques to select the community members in the study area. Data was collected using interview guide, questionnaires and focus group discussion. The emerging results were analyzed thematically (qualitative data) and through Pearson correlation and multi regression analysis (for quantitative data).The findings revealed that community participation has a significant influence on sustainability of rural water project. Sustainability was achieved to some extent as apart from information sharing; consultation, decision making and initiating are significant contributing factors to the sustainability of rural water Projects in study area. The study recommends that local authorities as well as water user management committee should involve and encourage beneficiaries in identification of their underground water needs, suggestions of alternative solutions designing, implementation, monitoring and evaluation of water projects.

Key words: Sustainability, Community participation
Exploring the relationship between good governance and development: lessons for Sub-Saharan Africa from South America

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Abstract

Intellectuals, both within and outside the continent of Africa, have advanced many reasons for the poverty and underdevelopment in the region. Amongst their reasons are slavery, geography, poor health, culture, globalisation and colonialism. This article postulates that although these reasons are factors contributing to the developmental problems of the continent, the main obstacle to development in Sub-Saharan Africa is poor governance. The author argues that the essential ingredient for development, namely good governance, is lacking on the continent. The author’s argument is that Africa remains the poorest continent in the world, despite huge improvements being recorded in other parts of the world that experienced the same historical trajectory of slave trade and colonialism as Africa, because of its poor governance. The article concludes that until sub-Saharan Africa acknowledges the crucial role of governance, which was essential to the development of parts of Asia and South America, the dream of development may continue to elude the region.

Key words: Good Governance, Development, Sub-Saharan Africa
The role of virtual business incubation services in enterprise development: a critical analysis of International best practices

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Abstract
This paper seeks to evaluate the role that virtual business incubation services play in supporting enterprise development. The relative capital-intensiveness and outreach limitations by the available conventional physical business incubation justify the importance of virtual business incubation services. Virtual incubation services are delivered through extension workers, online tools and off-site advisory services. However, no one incubator practice, policy, or service has the guarantee to produce virtual incubation program success. Instead, it’s the integration among multiple practices, policies, and services that produce optimal outcomes. Thus, it’s the relationship between helpful policies and services that matter most for virtual incubator success.

Key words: Enterprise, Virtual, Business incubator, online tools
The Influence of leadership competencies on sustainable funding of Non-Governmental Organizations: a review of literature
Kyalimpa Paul, Netswera Fulufhelio Godfrey and Runkumise Edward Malatse

Abstract
In every organization, success in one way or the other is attributed to competent leadership. Unlike government or for-profit sectors, Non-Governmental Organisations (NGOs) have to mobilize resources and manage organisations that sustainably provide for the needs of communities that do not pay back like business entities do. The mantle to drive the NGO mission and manage organisational challenges especially funding, creates distinct management challenges for NGOs and hence the need for appropriate leadership to face these challenges. This paper reviews the existing literature on the influence of leadership competencies on sustainable funding of NGOs. The review has established that most of the NGOs in Africa are highly donor dependent to the effect that the character and role of the majority of NGOs is influenced by the availability of funds and interests of funders/donors. Notably, the review also reveals that funding from external donors is increasingly becoming unreliable and volatile. The review further established that the NGO leader is pivotal to the survival of the NGO since s/he is at the centre of NGO mission and overall strategic leadership. The typical competencies commonly associated with NGO leaders as the ability of a leader missioning and visioning, fundraising, staff empowerment and responsiveness to changing environment. However, most of the leadership traits studies conducted have focused on public and private organisations and least on the NGOs. This paper provides a theoretical review on the influence of leadership competencies and sustainable funding of NGOs, gaps in the literature, lessons learned and conclusions.

Key Words: - NGOs, leader, competencies, sustainable, funding
Division of labour and its implications for decision making in Uganda’s university sector

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Abstract
We examined the perceived effect of division of labour on decision making in public and private universities in Uganda. Universities are by nature bureaucratic institutions which pose a fundamental question on how such organizational arrangements affect decision making in university systems. We adopted the descriptive research design with both qualitative and quantitative approaches. We used the Sloven Formula (1967) to determine the sample size of 373 for the study. To ensure representativeness for each category of respondents, we used simple proportions to obtain a sample representing each unit of the population. We analyzed the data collected using descriptive and inferential statistics in order to establish the effect of division of labour on decision making in public and private universities. We found out that there was an insignificant relationship between the division of labour and decision-making in both public and private universities in Uganda. Division of labour affects decision making in private universities but not in public universities in Uganda. We therefore recommend that public universities should endeavor to adopt the use of Division of labour just like the private universities which need to be encouraged to continue using Division of labour to improve on decision-making in their management process.

Key words: Division of labour, decision making, Universities, Uganda
Public Service Delivery and Policy Implementation

Recruitment and organisational performance in Uganda’s public Sector

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Abstract
This study examined the recruitment process of office bearers into public sector organizations and the impact of this recruitment on the performance of organizations in Uganda. While discussing the recruitment process and its effect on organizational performance in Uganda’s public sector, the study considered the theory of human relations, which assumes that; the performance of organizations is promoted by its employees, and that, their motivation, management, payment, recruitment process and working environment are very important management issues to consider. Based on the assumption that, Performance in organizations is the sum of recruitment, management, motivation, payment and employee working environment, the study explored the relationship between the performance of organizations in Uganda’s public sector and these management functions, with particular emphasis on recruitment. The purpose of the study was to establish the extent to which the recruitment of staff has affected the performance of public organizations in Uganda. The study employed a survey research design, in which both qualitative and quantitative techniques were used to collect data from the staff of selected organizations in Uganda’s public sector, local government, ministry, and executive agencies. The study findings indicated that; i) The most popular models of recruitment were, Cole (2002), Fraser (..), and DeCenzo & Robbins (2003) ii) The recruitment process greatly impacts on the behaviour and performance of office bearers in Uganda’s public sector. iii) Tribalism, religion, and sex were the most important factors that hinder effective recruitment of office bearers in Uganda’s public sector iv) The effect of the recruitment process on organizational performance in Uganda’s public sector is significant and positive. The study concluded and recommended that; 1) The recruitment process in Uganda’s public sector is not effective. Government should ensure that the recruitment policies present on paper are put in practice. 2) Proper recruitment leads to job satisfaction which is a positive emotional state resulting into better performance. Public organizations should encourage proper recruitment so as to promote dedication and subordination as a way of building and maintaining an effective organizational workforce. 3) Tribalism, religion, and sex greatly hinder the recruitment of the right office bearers. Public organization should realize that effective recruitment is merit based and not influenced by those in the power game. 4) The recruitment process strongly and positively influences the performance of organizations in Uganda’s public sector. If the economy state of Uganda is to be improved, the performance of its public sector needs to be improved through the enhancement of the recruitment process.

Key Words: Recruitment process, Organizational performance, Uganda’s Public sector
The determinants of length of stay in Ugandan Health Facilities: a Count Model Approach

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Abstract
Evidence demonstrates that Length of stay in hospitals is a major driver of resource use and highly connected with hospital costs. Therefore, reductions in length of stay for inpatients seen as one way to reduce pressure on available scarce resources for health facilities particularly in developing countries. This paper employs zero inflated count data model that take into the account the excess of zeroes and over dispersion associated with Length of stay. In health economics, Length of stay is used as proxy for medical quality and therefore understanding the factors influencing length of stay provide avenues for medical quality improvement. We employ a rich micro dataset, Service delivery Indicator Survey conducted in 2013 by World Bank. The survey is based on surveys of about 400 primary schools and 400 health facilities. We found significant positive effect of size of medical staff, non-medical staff, health facility beds, having functional health facility management committees (HFCM) and facility being a private for profit on the number of inpatient bed days. However, we found out that private for non-profit facilities, urban health facilities, facilities with higher outpatient numbers and those with longer hours for outpatient consultations to be associated with less inpatient days. Among those health facilities with zero inpatient bed days, we only find that number of hospital beds and hours the facility is open to outpatients as the only significant factors for zero length of stay. These findings provides avenues for improving quality service provision of health facilities in Uganda.

Key words: Length of stay, Health facilities, Uganda
Resource governance dynamics and the oil value chain in Uganda

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Abstract
This paper explores resource governance dynamics that affect the oil value chain in Uganda. Stakeholders’ minds are pre-occupied with several questions about oil governance among which is how to maximize social benefits amidst challenges posed by resource governance dynamics. Using literature, documentary review and the Value Chain Analysis (VCA), we review the technical, economic, territorial, institutional and social relationships between the upstream agents and the downstream partners. We reveal that several gaps exist regarding the process of making major decisions in the governance of oil resources. Information sharing and coordination is limited between the dominant three international companies, several contractors, central and local governments.

We shed some light on key policy concerns, such as: Is the oil value chain creating value added? Who is creating value and how is it distributed within the oil value chain? This paper recommends streamlining the governance framework to inform policy and address these oil governance complex issues.

Key words: Resource Governance, Dynamics, Oil Value Chain, Uganda
Adopting Technology in the Management of Human Resources in Higher Education Institutions (HEIs): A paradox

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Abstract
The paper attempts to discuss the paradox of the usage of technology to manage human resources in higher education institutions. The author identifies areas where technology has enabled human resource as well as non-HR managers, professors and academics to have access to tools, such as automated payroll, time and attendance systems, application tracking/recruitment software, networks and intranets, that ease communication as well as facilitating employee self-service and workforce data and analytics. A turn-around of the discussion examines the adoption of technology and its potential detachment of the managers from their key asset – the human resources - although, it at the same time – through IT connectivity, attaches these very managers to their human resources. The discussion is underpinned by the Human relations theory advanced by Elton Mayo to explain the importance of the human touch, as well as The Diffusion Innovations Theory by Everret Rogers to explain resistance in adaptation to change. While the importance of technology is not disputable, there remain three important questions: (1) What are the benefits of e-HRM in the execution of HRM functions in higher education institutions? (2) What are the technology-related challenges faced by managers in these institutions? And (3) How can the human touch be maintained in the core HRM functions while using technology in these institutions? The author found that technology was mostly used in instruction and delivery in HEIs, with minimal significance in HRM. It was further established that many institutions still employ a dual system of traditional HRM and e-HRM but without knowing that they were using e-HRM, because the system had not been fully embraced. The paper concludes that given unstable technology infrastructure in Uganda, the two systems have to work hand in hand, and that technology had no significant impact on the human touch, although it had the potential to do so.

Key words: Human resource function, human touch, e-hrm, higher education institutions, human relations, technology
An assessment of the effects of training on organizational performance of PLAN International Uganda in Luwero district

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Abstract
The study sought to assess the effects of training on organizational performance of plan international Uganda. The study examined the different training programs, effects of training on construction of houses and on delivery of education services. The study adopted cross sectional survey design. Data was collected from the organization’s staff. Data was collected using a questionnaire and interview guide. From the results it was revealed that the main training programs provided by the organization are training of primary school teachers, vocational training, farming techniques, child advocacy, safe motherhood and promotion of hygiene. It was revealed that the nature of training given to staff members significantly contribute to the performance of the organization. Training has facilitated the provision of education services to children, provision of housing and sanitation services to the community. Training influences the mode of delivery of education, housing and sanitation services to the beneficiaries though the number of beneficiaries is still low. It is recommended that there is a need to source for more funds so as to involve more employees in the training programs in order to reach out to more members of the community.

Key words: Organizational performance, Uganda
Anti corruption strategies in Uganda and their efficacy
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Abstract
Despite Uganda’s effort to fight corruption, there are limitations to the Anti corruption strategies. This is basically due to lack of independence of the Anti corruption institutions from the executive. There are weak rules of punishing the culprits and no incentive to the incorrupt individuals. Corruption is only assumed to be in government parastatals leaving out the private sector.
A number of corruption scandals are pending in the for example the NSSF temangalo case, the CHOGM case to mention but a few.
This prompts the need to research and come up with policy recommendations that will help on effecting the Anti corruption strategies in the country.
Challenges in urban development control and housing provision: a case of selected narratives in Zimbabwe
George Makunde
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Abstract
This paper explains (and attempts to proffer solutions to) development control challenges related to housing development experienced by selected urban local authorities in Zimbabwe. The housing market demands have been soaring over the decade in the towns, municipalities, cities and the government against the backdrop of lack of capacity. This has motivated government to engage housing cooperatives to provide housing. Urban local authorities in the country, including Epworth, Chitungwiza and Harare house a number of housing cooperatives created by low-income home-seekers. This development has led to mixed results some genuinely providing low-cost housing to the communities on designated land while others duped home seekers to purchase land on undesignated areas such as wetlands. The occupation of undesignated land for housing by some housing cooperatives has led to demolitions of properties by urban local governments and central government in order to “restore order” within their areas of jurisdiction exercising their development control and land stewardship function as the houses are allegedly built on undesignated places. Demolitions often leave inhabitants at a loss as their household property are left in the open and prone to damage by rains and other weather conditions. In a majority of cases the housing cooperative management reneges on their obligations of the provision of authentic housing stands on designated land for housing. In this vein government implements its development control authority and property rights as prescribed in terms of Section 71(1-3) of the Constitution of Zimbabwe. This section states that any person has a right to property in whatsoever form subject to section 72 of the same Constitution. Purposive sampling was used in areas where development control challenges are experienced which include Harare, Epworth and Chitungwiza. This was done by drawing a list of participant organisations and that is where the sample was deduced. A sample size of 15 informants were selected from local authorities officials, central government representatives, stewards, housing cooperatives representatives, academics among other stakeholders. Purposive sampling was used to select the areas to be visited within the urban local governments and the key organisations to be visited by the researcher. In collecting data the interview guide and observation were used as instruments. It was established that urban local authorities are facing development control challenges in the urban housing provision as there is a mismatch between the demand for housing and their provision. Stakeholder engagement among the various stakeholders i.e. government and housing cooperatives is recommended. In addition policy review in the incorporation of informal urban settlements into the mainstream urban planning through participatory development planning which is an all-inclusive and mutually agreed process by various parties on land use and planning between the central government, local authorities, housing cooperatives and the citizens and development within urban councils is recommended. ICT is brought on board to manage the scourge as a recommended formula for redress.

Key words: Development control, Informal settlements, Local authority Stewardship, Housing
Monitoring and Evaluation


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Abstract

The advent of information and communication technology (ICT) has revolutionized secondary school management practices and ICT skills have now become a necessity for the 21st century managers. The government of Uganda has invested heavily in ICT in secondary schools that are government aided. This is aimed at promoting school productivity, efficiency and effectiveness. However, despite such heavy investments, it is not clear whether such investments have paid off in terms of efficiency. A lot of controversy still surrounds ICT and efficiency of schools with some researchers stating that there is a relationship between ICT and school efficiency while others find relationship. This forms the basis of this research.

The study employed cross-sectional survey design and a mixed methods approach. Questionnaires were administered to 155 randomly selected participants from six government aided secondary schools in Nakawa Division in Kampala District. The administrators of these schools were interviewed to supplement the questionnaires. The qualitative data was analyzed using thematic analysis whereas quantitative data was analyzed using Pearson Product Moment Correlation coefficient. The findings of the study showed that there was a significant relationship between ICT usage and school management efficiency. The study also found that ICT is commonly used in communication, coordination and assessment but least used in supervision of teachers and financial management.

Key words: Efficiency, Information and communication Technology, Management
Ethics in evaluation, specifically decisions evaluators make when reporting evaluation results to stakeholders in Uganda.

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Abstract

Ethical issues in evaluation have received increasing attention in the recent years. Not surprising, one outcome of this attention has been specifically with regard to decisions evaluators make when reporting evaluation findings to stakeholders. This debate comes up regularly to our minds, probably because of the need to recognize that the means and manner in which evaluation report is disseminated to each audience is so closely intertwined with the use of those findings. Thus, there is the dilemma between the need for the evaluator to exercise constant vigilance and professionalism at the same time fulfill the different interests of stakeholders. This article examines the dilemmas facing evaluators when reporting finding and makes recommendations and concludes by recognizing that as society evolves, as the field of evaluation evolves and as the profession transforms, one thing is certain that ethical questions will arise for people involved in evaluation now and in future. From the methodological standpoint, this article is based on literature assessment. Lastly and most importantly, this paper will make a scholarly contribution to ethical guideline in reporting evaluation results in Uganda

Key words: Ethical guidelines, Reporting Evaluation Results, Stakeholders
Influence of sector wide monitoring and evaluation on performance of Justice Law and Order in Uganda.
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Abstract
This paper analyses influence of Monitoring and Evaluation (M&E) on Justice, Law and Order Sector (JLOS) performance as a case study of Sector Wide Approaches (SWAPs). The research focused on sector performance indicators and their influence to attainment of JLOS goals, and 2) examined the influence of JLOS M&E structural arrangements to sector performance. The study used the institutional theory and the cross sectional design. The findings revealed that though M&E indicators are least used for performance measurement, they are helpful in forecasting, planning and provision of feedback. However there is increased concentration on output indicators. On the other hand, M&E structural arrangements were not very well developed; and there was lack of an integrated M&E system and weak linkages between institutional M&E and sector schedules. The study findings further indicated that though the sector has an M&E communication framework (as stated by 60% of respondents), there is limited consideration of M&E findings as stated by 51% of respondents. Only 88% of the respondents said M&E funding was inadequate.

Key words: SWAPs Performance, M & E Accountability
School environment and performance of public primary school teachers in Bugisu sub region

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Abstract

The school environment is a hierarchical system with many sub systems such as the school leadership, drainage, classrooms, the blackboards, school compound, sanitation, toilets and urinals, staffroom, sitting facilities, teaching and learning materials, leadership styles of the head teachers, monitoring and evaluation, the school neighborhood and the community. The purpose of this paper is to establish the effect of the school environment on the performance of public primary school teachers in Bugisu sub region. Of the 630 subjects who were sampled, 559 returned the survey instruments suggesting a response rate of 88.7%. The school environment was found to have a statistically significant effect (0.000 at p < .05 level) on teachers’ performance in public primary schools in Bugisu sub region. The findings are compared with both local and international empirical studies to suggest policy and managerial recommendations.

Key words: School environment, Teacher performance, Public primary schools, Bugisu sub region, Uganda
The relationship between risk analysis and staff performance
in the Kampala Metropolitan Police

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Epiphany
Mbarara University of Science and Technology
Uganda Technology and Management University
Muni University

Abstract

World over, researchers and risk managers have become increasingly interested in analyzing risks affecting performance of organizations, Kampala Metropolitan Police (KMP) not exceptional. This paper examined the relationship between risk analysis and staff performance of Kampala Metropolitan Police.

A mixed methodology approach was applied to achieve the set objective. Quantitative data were collected using questionnaires from 148 respondents. Qualitative data in contrast, were collected by means of interviews which were conducted with key informants. Analytical techniques of correlation and regression analysis were applied to the quantitative data, while content analysis procedure was applied to the qualitative data.

Results confirmed that risk analysis significantly influence staff performance. Based on the findings, the study concluded that performance improves with better risk management strategies.

The study recommends the line ministry to design policies pertaining risk management matters, KMP should diversify on risk analysis methodologies among other factors in order to improve performance.

Key words: Risk analysis, Staff performance, Kampala metropolitan police, Uganda
ICT and Security

Improved Heuristics for Malware Detection
Allan Ninyesiga and Prof. John Ngubiri
Uganda Technology and Management University

Abstract
In today’s world, the use of computers and smart devices mostly on internet has grown at a high rate. Businesses, education, and other services have improved due to use of computers, smart devices with internet. As the use of these devices increase hackers tend to look for the ways of stealing data and information from them mainly for financial gain. Hackers (mainly malware programmers) design malware programs with the intention of breaching a computer systems security policy with respect to confidentiality, integrity and availability of data. Most recent reports accentuate that the invention of malicious software is rapidly increasing. Malware detection techniques including signature based techniques, behaviour based techniques and heuristic methods have been introduced solve malware problem. However they have not been able to fully detect malware. In this paper we propose an improved heuristic malware detection technique which is a hybrid of a signature-based approach and an approach that detects new unknown malware based on API Call Sequence Analysis. The proposed technique can fully detect malware both known and unknown and eliminate false positives.

Key Words: Malware Detection, API call, Concealment Strategies, Heuristic based
Survey of biometric-based remote user authentication schemes using smartcards

Rehema Atugonza and J. Ngubiri
Uganda Technology and Management University

Abstract

In this rapidly growing Internet error, remote user authentication has become a key issue in accessing most of the online servers over insecure connections. The available password authentication schemes are convenient though they are prone to simple dictionary attacks yet cryptographic keys are hard to remember. A three-factor authentication scheme which is a combination of password, Biometric characteristics and smart cards is proven to be a more secure option towards providing authenticity to online systems. This paper discusses some of the Biometric based remote user authentication schemes in place, highlighting their strengths and weaknesses.

Key words: Biometrics, Authentication, Smart cards
A secure application for information sharing in organizations: a case study of Kabale district local government

Ivan Niyonzima and Godfrey Omoda-Onyait
Department of Information and Communication Technology Kabale & National Council for Higher Education

Abstract

Information shared is exposed to threats of confidentiality, integrity and availability needed for decision making in organizations. A case study was carried out at Kabale District local Government where interviews and questionnaires were administered to purposively selected elements of the study. The findings revealed that the information shared within the organization is exposed to potential threats that can put the organization’s information at a risk of being accessed by unauthorized users. The following factors for securing information were identified and used in the development of a secure application for information sharing in organizations. These factors include; denying unauthorized staff and other individuals from gaining access to personal data, passwords to be treated as private to the individual, secure disposal of information, paper files to store in secure locations and only accessed by those who need to use them. In this application, the information is encoded using crypto-graphical methods that cannot be easily intercepted, such that only the intended recipient is able to receive it in its original format for decoding. This makes information shared secure. The application was tested and validated by a range of stakeholders and it was found secure. For the future work, a survey will be carried out in a range of organizations in order to develop an improved application for information sharing.

Key words: A secure Application, Information Sharing, organizations
Executive support as a change management practice on performance of local governments in eastern Uganda.

Wilfred Kokas Aupal, Willy Ngaka, Epiphany Picho and Gakenia Wamuyu-Maina

Abstract
This study investigated the relationship between executive support and the performance of public sector taking three selected Local Governments in Eastern Uganda namely Jinja, Tororo and Soroti. A cross-sectional study design was used; the sample size of 366 respondents was selected from district headquarters and sub county level. Self-administered questionnaire, interview guide, and documents review guide were used as data collection instruments, while regression and correlation and chi-square was employed for analysis. The study findings showed strong positive relationship between executive support and performance of public sector. The study further showed that the executives in public sector need to spearhead strategic planning; improve on their leadership styles and be in position to coach their subordinates so as improve performance. The study concludes that executive support as a change management practice plays a pivotal role for improving performance of public sector in Eastern Uganda.
Does Voice Type Matter? An Examination of the Influence of Voice Behaviour over Leadership Competencies of SME Owner-Managers in Uganda
Charles Okuonzi
Uganda Technology and Management University (UTAMU)

Abstract
This study contributes to current research on voice behaviour and leadership competencies by investigating the influence of follower voice behaviour over leadership competencies of owner-managers in Ugandan SMEs. It draws from Hirschman’s exit, voice and loyalty framework to examine the role voice behaviour plays in sharpening the leadership competencies of SME owner-manager. Using a cross-sectional design, surveys were administered to 54 SME owner-managers from Mbale, Tororo and Busia districts. Regression analysis was used to test the study hypotheses. The results indicate that followers are more likely to have influence over leadership competencies of SME owner-managers when they practiced promotive voice behaviour than when they practiced prohibitive voice behaviour. The finding further revealed that LMX quality moderated the relationship between prohibitive voice behaviour and leadership competencies but did not do so for promotive voice behaviour. The findings have significant implications for organizations most especially SMEs that seek to encourage voice behaviour and sharpen leadership competencies

Key words: Follower Voice behaviour, Leadership Competencies, LMX
Households’ Income dynamics: Implications for households’ food Security in rural communities

Margaret Namubiru, Willy Ngaka and Epiphany Picho Odubuker
Mbarara University of Science and Technology, Muni University and Makerere University

Abstract

While food is available in rural areas, food insecurity is still a critical problem in the rural communities mainly due to low income. Food consumption accounts for over 50% of rural households’ income. Nevertheless, households’ income in rural areas is highly volatile (Ssewanyana, 2013). Due to low income, the proportion of the rural population unable to access available foods has remained high. For example, 45.3% of rural households’ in Canada, 56% in Egypt, and 38% in Uganda are food insecure as a result of low income (Tarasuk, 2014; IFPRI, 2013; UBOS, 2014)

The study is built on a secondary analysis of empirical studies on households’ income and households’ food security. Study results and conclusions will be produced in between the next four month before the presentation. The outline of the presentation will therefore include the motivation, methodology, study results, conclusions, and study recommendations.

Key words: Households’ income dynamics, Households’ food security, Rural communities
Gender relations and child nutrition-implications for Uganda’s nutrition policy
Pamela Kampire and Betty Claire Mubangizi
Mbarara University of Science and Technology
University of Kwazul Natal

Abstract
In Uganda, there are deliberate efforts aimed at reducing malnutrition through several development partners and appropriate policies. However, though a conducive policy environment exists to allow the proliferation of nutrition interventions in rural Uganda, there has been no enquiry into how such policy, in practice, impact the intended beneficiaries (Mwadime, 2012). In particular, questions remain unanswered with regard to the gender relations at play within households and how this impact nutrition. Yet gender relations form the basis on which decisions on nutrition within the household are to be made. Accordingly, while Uganda’s Nutrition Policy targets a composite and seemingly homogeneous household, it overlooks the gender relations and power dynamics within households. Yet within households variously positioned actors, split on the basis of gender and age, go through a laborious bargaining regime and make trade-offs in order to benefit from nutrition policies and strategies. Knowledge of how decisions on feeding are made at the household level, with regard to gender and age would go a long way in ensuring more effective nutrition policies. This paper reports on a study that set out to establish the influences of gender relations on child nutrition. The study was both quantitative and qualitative in nature and used appropriate sampling techniques to choose respondents from selected areas of rural Uganda. Findings show a positive correlation between good nutrition status and gender relations. Households with children in the normal nutrition category tend to agree strongly on most of the issues surrounding gender relations compared to households with malnourished children. Findings indicate that in households where there is equal control of resources, allocation of resources and decision making between both men and women, the children are likely to have good nutritional status. The opposite is true, that is, in households where there is unequal control of resources between men and women children are likely to have poor nutrition status. In light of these findings, the study recommends strategies which, if integrated into Uganda’s Nutrition Policy, would promote the policy goal of eliminating malnutrition in Uganda.

Key words: Gender Relations, Child Nutrition, Rural Households
Nutrition Policy, Uganda
Indigenous knowledge and sustainable development in contemporary East Africa: lessons from the Baganda in Uganda
Mark Kiiza and Benon Basheka
Uganda Technology & Management University

Abstract
In today’s world knowledge is a factor of production fuelling the developing economies. Modern information needs to be integrated with the indigenous knowledge in our society. Ugandans and Africans at large had enjoyed indigenous knowledge prior to the coming of western alternative ideas. The Influence of alternative western strategies eroded indigenous wisdom since the colonial era in Africa school of thoughts. The introduction of Western ideologies and technologies influences the endogenous people so much that they rubbedished African uniqueness and African philosophy which had been dominant in society. We suggest that the treasurer of indigenous knowledge which is endowed in providers and owners should usually be applied due to its rigor towards sustainable development. This paper exposes the western models in African society and how they provide alternative development strategy, which won political will, support and understanding amongst African leaders. The paper analyses a gateway to values of indigenous knowledge, ecological, economic and sounding sustainable strategies for development in the society. This article provides example of bark cloth making using indigenous knowledge system that is being eroded due to extraneous factors which can easily be revitalized in the East African society. A useful and meaning strategy to reach sustainable development contextually is bound to take into consideration issues of community participation and stakeholders’ commitment for short, medium and long term effects of actions in the society. The proactive integration of knowledge of intellectual property should be used equitably in a just form, moderate production and consumption habits in East Africa. A hearty felt research on indigenous knowledge of using regional case studies will ensure revitalization of indigenous strategies for the sustainable development of Africa.

Key word: Indigenous knowledge, Sustainable development
Organizational factors affecting the quality of operation services in small town water supply systems in central Uganda

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Ministry of Water and Environment and Directorate of Water Development, Kampala - Uganda

Abstract
This paper assesses how organizational factors of resource availability, community participation and organizational control affect the quality of operation services in small town water supply systems in central Uganda. The urban water sub-sector in Uganda instituted numerous reforms to improve service delivery in small town water supply systems over the past two decades with support from local and international community. Focus has for long been put on technical aspects of improving service delivery, with limited attention to organizational factors, leading to poor performance of the water supply systems in the small towns despite the reform achievements. The study adopted a descriptive design through a cross-sectional survey conducted in five small town water supply systems in the central region of Uganda of Kibibi, Nkokonjeru, Semuto, Kakiri and Nakifuma to underscore the importance to organizational factors to improved water service delivery in the small towns, as the sector strives to achieve adaptive urban water governance for sustainable service delivery.

Key words: Urban water governance, Organisational factors, Water services delivery
Abstract
This paper is a preliminary analysis of the efficacy of institutional framework in the management of illegal and unsustainable trade in wildlife products in Uganda. The subject of management of illegal wildlife trade is an important area of research and policy debate and it has of recent become a much prominent issue for obvious reasons. Decisions often with lifesaving potential, need to be made rapidly and actions need to follow promptly, often with support from an informed public. Such decisions are based on solid scientific information, but this is made less likely by a second feature of due to their unpredictable nature. The curbing of trade in illegal wild life products model has been used successfully elsewhere, where control depends on the total engagement of informed and motivated communities. Although the Wild life Act is supposed to be followed in curbing trade in illegal wild life products, most regions in East Africa have paid less attention to the guidelines hence creating a gap in the management of trade in illegal wildlife products. This dilemma has generated a new and exciting interest for scholars. This paper therefore traces how the institutional framework is specifically applied in the management of trade in illegal wildlife products. The purpose of this study is to draw important insights for contemporary management of illegal trade in wild life products in Uganda and the rest of the world.

Keywords: Management, illegal trade in wildlife products and Institutional framework
Factors that affect trade credit in manufacturing firms of Uganda
Joseph Lubega and Benon C. Bashka Theresa Moyo, Uganda Technology and Management University Uganda

Abstract
This paper is a preliminary analysis of the factors that affect trade credit in manufacturing firms of Uganda. The study seeks to address repayment behavior as a knowledge gap which other studies on trade credit practices from financing, price discrimination and transaction cost theories have not addressed. This study seeks to establish whether financing, price discrimination and transaction cost affect trade credit practices and examine whether repayment behavior mediates this relationship in manufacturing firms of Uganda. The study will take a correlational cross-sectional survey approach and will employ both qualitative and quantitative approaches. A sample size will be 273 respondents out of a population of 91 firms and data was analysed using a statistical package for social scientists (SPSS) version 20. The validity of the instruments was ensured by: 1) carrying out a respondent’s check, 2) Peer evaluation, 3) Prolonged interaction with the respondents in the field, and 4) Establishing a content validity index for the scales to be used. While reliability of the study was ensured by 1) Broadening of the sample items, 2) Ensuring research consistency for all respondents, 3) Double coding, and 4) Use of Cronbach’s alpha coefficient to establish the internal consistency and stability of the instrument. The study has a finite population of 91 firms with three respondents per firm. Results from the study indicate that financing and price discrimination representing independent variables were positive predictors of trade credit while transaction costs and repayment behavior (mediator) were not significant predictors. The correlation analysis carried out revealed that there was positive relationships between financing, price discrimination and trade credit. There is also evidence that Repayment behavior mediates the relationship between financing, price discrimination and trade credit.

Key words: Manufacturing firms, trade credit, financing, price discrimination, transaction costs, repayment behavior, Uganda.
Intra-household bargaining in rural Uganda: implications for child nutrition
Pamela Kampire and Betty Claire Mubangizi
Mbarara University of Science and Technology
University of Kwazul Natal

Abstract
Acute undernutrition is a big challenge to Uganda’s children. We have, however, limited knowledge on the magnitude of the association of under nutrition and intra-household bargaining. This study assessed the nutritional status of children and compared it to intra-household bargaining in two rural districts of Kabale and Kisoro in Uganda. Using simple random sampling, a total of 759 households with children under five in the two districts were selected to a cross-sectional study between October 2014 and June 2015. Data was collected using a structured questionnaire. We also performed mid-upper arm circumference (MUAC) measurements on the children. Qualitative data was also collected by conducting in-depth interviews, focus group discussions and key informant’s interviews.

The study shows that there is an association between intra-household bargaining and child nutritional status in the rural households. The results further show that, specifically there was a significant difference between the nutritional status of children whose mothers bargained with their spouses over the allocation of resources in the household compared with those whose mothers did not ($X^2 = 17.78, P<0.05$). This is because more (60.9%) of the women in the poor child nutritional status category reported not bargaining with their spouses over the allocation of resources in the household compared to their counterparts in the good child nutritional status category (39.6%). All the parameters combined ie. bargaining on control of resources, allocation of resources and decision making indicate that child nutritional status improves with increased intra-household bargaining between men and women in the household.

Key words: Intra-household Bargaining, Rural Uganda, Child nutrition
Eric Masereka and Benon C. Basheka
Uganda Technology and Management University

Abstract
The general objective of the study was to investigate plastic waste management strategies that influence sustainable environmental management practices in Uganda. Plastic waste appears in very high proportion in the urban centre waste stream in Kampala Capital City Authority and is causing environmental problems such as choking of animals and soils; blockage of water ways; health problems, and resource depletion. In Kampala, Uganda, about 28,000 tons of plastic waste are collected and delivered to landfills every month. Kampala Capital City Authority (KCCA) records show that this presents approximately 40% of the plastic waste generated in the city. The remaining uncollected plastic waste is normally burnt or dumped in unauthorized sites, causing health and environmental problems. Having knowledge of the management strategies used to curb this problem is one way of seeking lasting solutions aimed at sustainable development.

The study adopted across-sectional research design with mixed methods approach in which both quantitative data through questionnaires and qualitative data through focus group discussions, interviews, documentary analysis and observations were collected. The study findings revealed that the problem surrounding poor plastic waste management strategies is a consequence of ineffective by-laws on littering and illegal dumping; inadequate plastic waste collection and transporting; lack of political will; lack of public commitment and participation; lack of technical capacity, and poor financing as it not taken as a priority by KCCA.

An integrated approach to plastic waste involving a mix of centralized urban council-controlled conventional methods with decentralized innovative alternatives such as 5Rs thus reduce, re-use, recycling, recovery and redesign; composting and anaerobic biogas production can help to attain sustainability in environmental management practices in Kampala, Uganda.

Recommendations have been made that the process from planning to implementation should be all inclusive to ensure consensus building for success. The role of the private sector, NGOs, CBOs, and the informal sector should be strengthened to minimize plastic waste in the environment while at the same time providing social and economic benefits to communities especially the urban poor. This requires long-term planning by urban councils that involve all the stakeholders

Key words: Management, Recycling, Re-use, Recovery, Reduction, Plastic waste, Disposal, Landfills, Incineration, Waste treatment, Composting, Environment, Sustainability.
SME’s participation in government procurement in Uganda: rhetoric vs. Reality
Godfrey Mugurusi†
Uganda Management Institute

Abstract
Research is increasingly proposing the use of public procurement to achieve development outcomes. One area however, that has received immense attention is the participation of Small and Medium Enterprises (SMEs) in the development agenda. Literature has often argued that governments should promote SMEs because of their greater economic benefits compared to large firms in terms of job creation, efficiency, equity and growth. In Uganda alone, SMEs employ up to 2.5 million people, and contribute up to 70% to the national GDP output (Obanda, 2011). Therefore its national interest that SMEs fully participate in public procurement contracts (Zheng, Walker and Harland, 2006). In fact several policies and arms of Government of Uganda are heading to that direction. However, the reality is grim and somewhat disturbing on the supply side, the SMEs themselves. The number of SMEs that are winning public procurement contracts is increasingly reducing compared to the yester years. The few country specific studies (e.g. Wittig, 1999; Ssennoga, 2006; Eyaa and Ntayi, 2010; Obanda, 2011) that have attempted to examine the factors for low SMEs involvement in government procurement address these challenges from the demand side – government, i.e. what government could do. This not only serves to suggest that aside the dearth in literature regarding the challenges SMEs face to access public procurement opportunities, there is even deep rooted disconnect between the demand and supply sides of this debate. In fact, some studies have suggested that the SMEs are to some extent not bothered; they are not walking the talk (Karjalainen and Kemppainen, 2008).

This research therefore examines, first, the supply side challenges SMEs face in accessing government procurement contracts in Uganda, then second, why a disconnect exists between demand side efforts by government and supply side efforts by SMEs with regard to involvement and participation in government contracts in Uganda respectively. The study shall carried out among the 1600 members of Uganda Small Scale Industries Association (USSIA) categorized in twelve industrial sectors.

Key words: SME participation, Public procurement, SMEs, Discriminatory procurement, Uganda
Decision making practices in the pharmaceutical sector: Implications for Uganda
Ohairwe Gilbert and Prof. B. C. Basheka
Uganda Technology and Management University (UTAMU)

Abstract
This paper is an analysis of decision making principles and practices with in the pharmaceutical industry. The subject of managerial decision making in the sector forms an important area of research and policy debate and it has of recent become a much prominent sector for obvious reasons. First, the pharmaceutical industry contributes to improving the citizen’s health outcomes and productivity. Second, effective decision making is at the heart of what managers and administrators sector do. Third, there are glaring inefficiencies in the sector which blames the decisions made by those who run the sector. While organisations generate information at a much faster rate, the utilization of such information in decision making remains a matter of concern given the ineffectiveness in which some decisions continue to be made. This dilemma has generated a new and exciting interest for scholars. Moreover, the existence of noticeable historical practices that traditionally informed decision making over the long history of civilization makes it imperative to assess the interplay of these factors within the current decision making environments. This paper therefore traces how decisions have been made over time as specifically as applied to the pharmaceutical sector. The purpose of this study is to draw important insights for contemporary decision making challenges of the pharmaceutical sector within Uganda and the rest of the world. The study employed a descriptive cross-sectional survey design, in which both qualitative and quantitative techniques were used to collect data from decision makers and managers in Uganda’s pharmaceutical sector concerned with the regulation, management, and administration of its operations. The findings of this study demonstrate that; 1) Proper information management procedures must be strictly followed in order to provide decision makers with quality information for effective decision making. 2) Without the right information, to the right people, at the right time, sound judgment and ethical decisions cannot be made towards the progress and success of business enterprises and public organizations. 3) Effective decision making significantly depends on the management and use of quality information. 4) Politics, corruption, and individual competence, each, partially mediates the relationship between information management and effective decision making in the regulation, management, and administration of the pharmaceutical sector in Uganda.

The study recommends that; (i) The government of Uganda through its relevant ministries should strengthen its responsibility for policy, regulation, standards, guidelines and quality assurance in regard to the proper implementation and Operationalisation of information management practices and the related technologies in all public institutions. This can be done through; provision of technical support, supervision and guidance, as well as undertaking monitoring and evaluation. (ii) Information management practices rely largely on awareness in the public service, business sector and the wider public who all have to appreciate and harness its advantages. The government of Uganda should, further develop and implement strategies for awareness campaigns at levels of public administration and amongst communities countrywide to change mind-set and minimize resistance to change. (iii) Research may also be carried out on how the buying of reliable information can influence judgment and the optimization of decision outcomes leading to better decision making in the regulation, management and administration of the pharmaceutical sector.

Key Terms: Decision making, Decision making practices, Productivity, Information management, Pharmaceutical sector, Uganda
Provision of meals at school and performance of public primary school teachers in Bugisu sub region
Erisa Kigenyi M, Doris M. Kakuru and Gertrude Zziwa
Mbarara University of Science and Technology
Uganda Technology and Management University

Abstract
Food is universally accepted as one of the most important human needs. This study sought to establish the effect of providing meals to teachers at school on their performance in public primary schools. Research was conducted in Bugisu using mixed approaches. Of the 630 subjects who were sampled, 559 returned the survey instruments suggesting a response rate of 88.7%. The findings revealed that provision of meals at school was found to have a statistically significant effect (0.000 at p < .05 level) on teachers’ performance in public primary schools in Bugisu sub region. The findings are compared with both local and international empirical studies to suggest policy and managerial recommendations.

Key words: Meals, Public primary schools, teachers’ performance, Bugisu sub region.
Corporate governance structures and the performance of KCCA and city of Kigali
Frank Asiimwe, Benon C. Basheka and Dan Ayebare
Uganda Technology and Management University

Abstract
The heavy responsibilities placed on cities in Africa due to operating in decentralised environments and the need to conform to international performance standards have motivated them to adopt corporate governance structures that ensure efficient service delivery. This paper explores how the separation of powers and control across city governing agencies has influenced the performance of Kampala and Kigali. The results provide important lessons on the implementation of governance structures to enhance city performance. The findings from a combined random sample of 520 city management employees from Kampala and Kigali revealed clarity in the separation of powers, the city council being in total control over city governance and city administrators respecting their subordinate role enhanced city performance. This enables the city to solidify city governance and put service delivery and the needs of stakeholders ahead of every other consideration. Blurred lines of responsibility between city politicians and administrators and unnecessary central government interference result in tension amongst workers and confusion between the leaders relating to powers and roles. This negatively affects the achievement of the city’s core service areas. Governance structures should enable clearer separation of powers, create city councils united by the motivation to develop the city and improve service delivery.

Key word: Corporate governance structures, Separation of powers, Control, City governance, Service delivery Performance
The influence of risk identification on staff performance in Kampala Metropolitan Police

Okwadi J. M. Tukey, Prof. Benon C. Basheka and Rev. Fr. Dr. Odubuker Picho Epiphany
Mbarara University of Science and Technology
Uganda Technology and Management University
Muni University

Abstract
Good risk management globally enables forces among other organizations to make well informed decisions that creates risk awareness as opposed being risk averse. This is particularly done in order to carry out risk assessment regularly and also document the findings before taking appropriate management action in a timely fashion a procedure which seems missing in Kampala Metropolitan Police (KMP). This paper examined how operational risk identification influences staff performance of Kampala Metropolitan Police. The study majorly adopted a qualitative approach using a cross sectional study design with some qualitative component. A sample size of 213 out of 275 was selected using different sampling techniques. Survey method was used to collect quantitative data whereas interviews and documentary analysis was used to collect qualitative data. A response rate of 69.4 % was registered with a total of 148 respondents participating in the study. Data was analyzed using different statistical techniques which mainly included descriptive and inferential statistics respectively. The results revealed a positive significant relationship between risk identification and staff performance. It was concluded that risk identification affects staff performance in Kampala Metropolitan Police. The study recommended among others a need to develop a department to manage risks not only in Kampala Metropolitan Police but in the entire Uganda Police Force.

Key words: Risk Identification, Staff Performance, Kampala Metropolitan Police
Factors affecting health system’s support for HIV status disclosure of clients in health facilities: a case of Mukono district of Uganda  
Perry Gamba and Benon C. Basheka

Abstract
Objective: The study focuses on factors affecting health system’s support for HIV status disclosure of people living with HIV/AIDS.
Methodology: A descriptive cross sectional study was conducted in 10 health facilities. A hyper geometric method was used to determine the sample size. Interview guided questionnaires; self-administered questionnaires and interviews were used to collect data from 317 clients, 55 health workers, and 10 health managers respectively.
Results: Overall 94.90% of clients on ART disclosed their HIV status. Almost all respondents (clients), 99.50% had disclosed it mainly to their friends. The main reason for non-disclosure among the clients is lack of confidentiality among people, fear of discrimination (stigma) in the community, loss of marriage, not getting a future partner and not getting financial support.
Conclusion: The health system supported clients to disclose their HIV status. Clients still experience difficulties in revealing their HIV status to spouses, relatives and community members.

Keywords: HIV, Disclosure, and Health System
Authoritative structures and its implications for decision making in Uganda’s University Sector

Ovia Kyatuha Benon C. Basheka and Gertude Zziwa
Uganda Christian University
Uganda Technology and Management University

Abstract
This study examined the perceived relationships between authoritative structures in bureaucratic governance and decision making in public and private universities in Uganda. The management systems in universities now more than ever before faced immense pressures due to increasing numbers and diversity of students punctuated by changing demographic composition and delivery modes, demands for accountability from a wide array of stakeholders, a renewed focus on the role of higher education in society. The study adopted the descriptive research design with a sample size of 357 respondents. We analyzed the data using descriptive and inferential statistics in order to establish the effect of authoritative structures on decision making in public and private universities. The results showed that there was an insignificant relationship between the authoritative structures and decision-making in both public and private universities in Uganda. Authoritative structures affect decision making in public universities but not in private universities in Uganda. We therefore recommend that private universities should endeavor to adopt the use of authoritative structures just like the public universities which need to be encouraged to continue using authoritative structures to improve on decision-making in their management process.

Key words: Authoritative Structures, decision making, Universities, Uganda
A Qualitative Analysis of Change and Effectiveness of Universities in Uganda: Lessons from Makerere University
Frank Asiimwe, Benon. C. Basheka
Uganda Technology and Management University (UTAMU)

Abstract
Change has become more risqué as universities in Uganda vie for students and funders’ attention in a competitive environment. This paper explores institution-wide change in universities in Uganda that could increase their effectiveness and provides important lessons to other universities in Africa using Makerere University, the largest and oldest Public University. Documents and key informant interviews of 23 purposively selected respondents were analysed using content and meaning analysis. Makerere University change experience demonstrates that, Universities in Uganda can actually turn around declining performance and raise it to national and international rankings in the core areas of operations. Using principle from techno-structural and strategic OD approaches, Universities should first identifying critical areas of change, design relevant interventions, guided by the mission and strategic plan, plus appropriate stakeholder involvement and participation, so as to improve their effectiveness and performance. The results should inform universities planning for change on target areas and effective change agents. However, for these changes to be more encompassing and long lasting, Universities need to follow a visionary and transformative change that is more relevant to institutions that deal primarily with the generation and exchange of knowledge.

Key Words: Organizational Change, Universities, institutional effectiveness, Change Process Theory, Implementation Theory, techno structural change, strategic change, Uganda
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**POSTGRADUATE DIPLOMA**

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**SCHOOL OF BUSINESS AND MANAGEMENT (SBM)**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Tuition per Sem.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters in Monitoring and Evaluation (MME)</td>
<td>1,700,000</td>
</tr>
<tr>
<td>Master of Business Administration (MBA)</td>
<td>1,700,000</td>
</tr>
<tr>
<td>- International Business</td>
<td></td>
</tr>
<tr>
<td>- Accounting &amp; Finance</td>
<td></td>
</tr>
<tr>
<td>- Oil and Gas Mgt</td>
<td></td>
</tr>
<tr>
<td>- Human Resource Mgt</td>
<td></td>
</tr>
<tr>
<td>- Institutional Mgt &amp; Leadership</td>
<td></td>
</tr>
<tr>
<td>Executive Master of Business Administration (EMBA)</td>
<td>1,700,000</td>
</tr>
<tr>
<td>- Financial Mgt</td>
<td></td>
</tr>
<tr>
<td>- Human Resource Dev. &amp; Mgt</td>
<td></td>
</tr>
<tr>
<td>- Project Planning &amp; Mgt</td>
<td></td>
</tr>
<tr>
<td>- Governance and Mgt</td>
<td></td>
</tr>
<tr>
<td>- Public Sector Mgt</td>
<td></td>
</tr>
<tr>
<td>Master of Public Administration &amp; Mgt (MPAM)</td>
<td>1,700,000</td>
</tr>
<tr>
<td>- Public Policy</td>
<td></td>
</tr>
<tr>
<td>- Public Procurement</td>
<td></td>
</tr>
<tr>
<td>- Public Administration</td>
<td></td>
</tr>
<tr>
<td>- Institutional Governance &amp; Leadership</td>
<td></td>
</tr>
</tbody>
</table>

**SCHOOL OF COMPUTING AND ENGINEERING (SCE)**

<table>
<thead>
<tr>
<th>Programme</th>
<th>Tuition per Sem.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Science in Computing (MSc. Computing)</td>
<td>1,700,000</td>
</tr>
<tr>
<td>- Mobile Computing</td>
<td></td>
</tr>
<tr>
<td>- Computer Security</td>
<td></td>
</tr>
<tr>
<td>- Computer Networks</td>
<td></td>
</tr>
<tr>
<td>- Information Systems</td>
<td></td>
</tr>
<tr>
<td>- Information Technology</td>
<td></td>
</tr>
<tr>
<td>Master of Information Systems (MIS)</td>
<td>1,700,000</td>
</tr>
<tr>
<td>Master of Information Technology (MIT)</td>
<td>1,700,000</td>
</tr>
</tbody>
</table>

None-refundable application fee of UGX 50,000

University Bank: Equity Bank
Account Name: UGANDA TECHNOLOGY & MANAGEMENT UNIVERSITY,
Account Number: 1032200688793
Mobile Money: +256 780 958 842

Download application forms: www.utamu.ac.ug/info or pick physical copies from:
UTAMU Student Resource Centre,
Plot 6 and 8, Erisa Road, Bugolobi, Kampala
P.O. Box 73307
Tel : +256 414 696 888 / +256 790 914 427/ +256 750 599 736
Email: info@utamu.ac.ug,
### Why UTAMU

- Excellent e-learning platforms convenient for working & long distance learners
- Student centered learning approach
- Rich blend of distinguished professors and industry experts.
- Community engagement to students for 4 months each academic year
- Flexible fees payment policy that allows students to pay in 5 installments

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### School of Business and Management Degree Programmes

<table>
<thead>
<tr>
<th>Level</th>
<th>Tuition per Sem. (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.A in Economics</td>
<td>1,100,000</td>
</tr>
<tr>
<td>B.Sc in Economics</td>
<td>1,150,000</td>
</tr>
<tr>
<td>B.Sc. in Statistics</td>
<td>1,150,000</td>
</tr>
<tr>
<td>Bachelor of Business Administration</td>
<td>1,100,000</td>
</tr>
<tr>
<td>Bachelor of Oil and Gas Mgt</td>
<td>1,100,000</td>
</tr>
<tr>
<td>Bachelor of Human Resource Mgt</td>
<td>1,100,000</td>
</tr>
<tr>
<td>B.A in Development Economics</td>
<td>1,100,000</td>
</tr>
<tr>
<td>B.Sc. in Quantitative Economics</td>
<td>1,150,000</td>
</tr>
<tr>
<td>Bachelor of Project Planning and Mgt</td>
<td>1,100,000</td>
</tr>
<tr>
<td>B.Sc. in Accounting and Finance</td>
<td>1,150,000</td>
</tr>
<tr>
<td>Bachelor of Public Admin. and Mgt</td>
<td>1,100,000</td>
</tr>
<tr>
<td>Bachelor of Mass Comm. &amp; Journalism</td>
<td>1,100,000</td>
</tr>
<tr>
<td>Bachelor of Procurement &amp; Supply, Chain Mgt</td>
<td>1,100,000</td>
</tr>
</tbody>
</table>

### Undergraduate Diploma Programmes

<table>
<thead>
<tr>
<th>Level</th>
<th>Tuition (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma in Procurement and Supply Chain Mgt (PSCM)</td>
<td>600,000</td>
</tr>
<tr>
<td>Diploma in Project Planning and Mgt</td>
<td>600,000</td>
</tr>
<tr>
<td>Diploma in Business Administration</td>
<td>700,000</td>
</tr>
</tbody>
</table>

### School of Computing and Engineering

<table>
<thead>
<tr>
<th>Level</th>
<th>Tuition (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Business Computing</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Bachelor of Information Science</td>
<td>1,200,000</td>
</tr>
<tr>
<td>B.Sc. in Computer Science</td>
<td>1,200,000</td>
</tr>
<tr>
<td>B.Sc. in Software Engineering</td>
<td>1,200,000</td>
</tr>
<tr>
<td>B.Sc. in Computer Engineering</td>
<td>1,200,000</td>
</tr>
<tr>
<td>Bachelor of Inform. Systems &amp; Technology</td>
<td>1,200,000</td>
</tr>
<tr>
<td>B.Sc. in Computer Security &amp; Forensics</td>
<td>1,200,000</td>
</tr>
<tr>
<td>B.Sc. in Mobile Computing and Communications</td>
<td>1,200,000</td>
</tr>
</tbody>
</table>

### Fees Structure for International Students

<table>
<thead>
<tr>
<th>Level</th>
<th>Fees Per Semester (USD)</th>
<th>Functional Fees Per Sem. (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>200</td>
<td>50</td>
</tr>
<tr>
<td>Undergraduate Diploma</td>
<td>400</td>
<td>100</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>600</td>
<td>100</td>
</tr>
<tr>
<td>Postgraduate Diploma</td>
<td>800</td>
<td>150</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>800</td>
<td>150</td>
</tr>
</tbody>
</table>

### Short Courses

- Website Development
- Graphics Design
- Computer Applications and Systems
- Mobile Applications Development
- Certificate in E-Marketing
- Entrepreneurship and Business Mgt
- Project Planning and Management
- Research methods and data analysis
- Cisco IT Essential (PC Hardware Repair & Maintenance)
- Cyberoam Certified Network and Security Professional (CCNSP)
- Certificate in Monitoring and Evaluation
- Certificate in Cyber Security

### Professional Courses

The School also trains professional courses which are developed, administered and certified by UTAMU and also professional bodies. These include:

- Foundation Certificate Programme
- Cisco Certified Network Associate (CCNA)
- Association of Chartered Certified Accountants (ACCA)
- Certified Public Accountant (CPA)

### Functional Fees

- Post graduate programmes is UGX 300,000,
- Degree & diploma programmes is UGX 250,000
- Foundation Certificate Programme is UGX 150,000

### Why UTAMU

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Registration is open for all intakes; January, May and September
INTERNATIONAL CONFERENCE ON TECHNOLOGY AND MANAGEMENT

THEME: ICT, Governance and Management in Africa: Trends, Issues and Challenges

Call for original papers and case studies from the sub themes below

TECHNOLOGY
- E-Services,
- Human Computer Interaction,
- Mobile Technologies,
- Algorithms,
- Grid Computing,
- Software Engineering,
- Open Source,
- Intelligent Systems ...

MANAGEMENT
- Public Administration Theory
- Society, Politics and Governments
- Democracy and Political Governance
- National Development Planning Interventions
- Public Administration, Management and Governance
- Public Sector Reform Management: Issues and Challenges
- Public Service Transformation: New Paradigms and Approaches
- Public Service Values: A missing Link
- Economics and Societal Transformation
- Monitoring and Evaluation of government Programmes ...

Important Dates/Deadlines:
- Submission of Paper: 30th February 2017
- Notification of Acceptance of Paper: 1st June 2017
- Final Camera-Ready Paper Due: 30th June 2017
- Early Registration before: 1st June 2017
- Late Registration starts: 2nd June 2017

Conference Date
1st - 2nd August 2017

For more Information visit: http://utamu.ac.ug/ICTM