



For an Open Mind

UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY

UTAMU

ANNUAL REPORT

2025

UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY

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MESSAGE FROM THE CHAIRPERSON, BOARD OF DIRECTORS

Professor Venansius Baryamureeba, PhD

The year 2025 marks yet another significant milestone for Uganda Technology and Management University (UTAMU) as we proudly celebrate excellence in academic and professional training in the fields of science, technology, management, and innovation. UTAMU's impact continues to resonate globally, affirming our place as a rising center of excellence in higher education.

Over the past decade, UTAMU has evolved into one of the leading specialized universities in East Africa. Guided by our vision of becoming a global institution in management, science, technology, and innovation, we remain steadfast in our commitment to delivering internationally recognized high standard of education, conducting ground breaking research, and fostering innovation that is crucial for economic and human development.

As part of our strategic growth plan toward achieving the status of the "MIT of Africa," we take pride in our 20-acre campus located at Block 82 Plot 6 Kungu, Matugga, Kyadondo, Wakiso District. Since its inauguration in 2022, the Kungu campus has undergone tremendous development. Today, it stands as a testament to UTAMU's commitment to providing state-of-the-art facilities, including well-equipped computer laboratories, a spacious on-site library, a 24/7 e-library, an advanced e-learning platform, spacious offices, 48KVA solar power system that ensures 24x7 supply of clean power to the whole campus, campus-wide Wi-Fi, and ample study spaces for our students.

The Board of Directors continues to provide strategic direction and oversight to the governing and managing bodies of UTAMU, ensuring the realization of our visionary goals. Utmost appreciation is extended to the Board of Directors, University Council, Senate, Management, staff, and students for their unwavering dedication in propelling UTAMU towards its vision of becoming the MIT of Africa. Special gratitude is also expressed to Dr. Patrick Bitature, the Chancellor, whose invaluable contributions and guidance have played an instrumental role in shaping UTAMU into the esteemed institution it is today.

As we enthusiastically embark on the promising journey of 2026, we look forward to a fulfilling year ahead one in which UTAMU will continue to make significant strides in science, technology, management, and innovation, leaving an enduring impact on a global scale. Together, we shall build on this strong foundation and propel UTAMU to even greater heights.



MESSAGE FROM THE CHANCELLOR

Dr. Patrick Bitature

Since its establishment in 2012, Uganda Technology and Management University (UTAMU) has remained steadfast in its pursuit of growth, innovation, and excellence. Over the years, UTAMU has cemented its reputation as a rising beacon of academic distinction in Africa, uniquely positioned as a specialized institution in science, technology, management, and innovation. Our university has become a hub for nurturing exceptional talent, producing graduates whose expertise, creativity, and forward-thinking approaches have positioned them as leaders in an increasingly competitive global marketplace.

UTAMU's transformative model of education anchored in aligning programs with global trends and technological advancements has set a high standard for academic and professional excellence. This strategic focus has cultivated a generation of innovators and thought leaders whose impact extends far beyond national borders, shaping industries and communities across the continent and the world.

On the international front, UTAMU has built a robust foundation guided by distinguished educators with diverse global credentials. Their commitment to performance-driven results has been pivotal in shaping UTAMU's identity as a premier institution. Today, UTAMU stands as a center of excellence in Africa, attracting students from across the continent and fostering a vibrant, multicultural academic community. Our vision to become a globally recognized institution for science, technology, management, and innovation continues to drive our momentum toward sustainable growth and strategic impact.

As Peter Drucker wisely observed, *"The best way to predict the future is to create it."* At UTAMU, our leadership, staff, and students have embraced this philosophy wholeheartedly, charting a path of continuous improvement and innovation. The collective efforts of our Board of Directors, University Council, University Senate, management, staff, and students—past and present—have been instrumental in transforming UTAMU into the trailblazing institution it is today.

As we reflect on UTAMU's achievements in 2025, we celebrate its contributions to the African continent and the world at large. This journey is a testament to the power of collaboration, vision, and determination. Together, we must continue to build on this strong foundation, working hand in hand to propel UTAMU to even greater heights and solidify its place as a leader in global education, research, and innovation.



MESSAGE FROM THE CHAIRPERSON, UNIVERSITY COUNCIL

Mr. Narcis Tumushabe Rwangoga

It is with great honor and pride that I present this Annual Report on behalf of the University Council of Uganda Technology and Management University (UTAMU). The year 2025 has been a remarkable chapter in our journey, reflecting the hard work, determination, and perseverance of our entire academic community, and recognizing the collective efforts that have propelled UTAMU to new heights.

Over the past decade, UTAMU has demonstrated unwavering commitment to excellence in science, technology, management, and innovation. Our students have not only acquired knowledge but also developed critical skills to navigate an increasingly complex world. Creativity, innovation, and problem-solving have become defining qualities of our graduates, preparing them to thrive in the ever-evolving global economy.

With knowledge comes responsibility. UTAMU's education is not only about academic achievement but also about instilling values that define true leadership — integrity, empathy, and a sense of duty to society. These values guide our graduates as they step into the world, ready to make meaningful contributions to their communities, their country, and the global community. Whether in technology, management, or innovation, UTAMU alumni are equipped to lead with vision, compassion, and a commitment to improving lives.

This report also acknowledges the unwavering support of parents, families, and loved ones, whose encouragement has been integral to the success of our students. On behalf of the University Council, I extend heartfelt gratitude to the faculty, administration, and staff of UTAMU for their tireless dedication to nurturing the next generation of leaders. Your influence will be felt far beyond the walls of this University, through the impact our graduates will make in the world.

As we look ahead, UTAMU remains committed to continuous growth, innovation, and excellence. Guided by our aspiration of becoming the “MIT of Africa,” we will continue to push boundaries, ask critical questions, and strive to be the best version of ourselves as an institution. Together, we shall build on this strong foundation and propel UTAMU to even greater heights.



MESSAGE FROM THE VICE CHANCELLOR

Mrs. Anny Katabaazi-Bwengye

On behalf of the entire Uganda Technology and Management University (UTAMU) community, I extend my heartfelt appreciation to all our stakeholders: faculty, staff, students, partners, and supporters — who continue to embody and advance our mission of knowledge, integrity, and innovation. Their collective efforts reflect the enduring strength of UTAMU's vision and our shared commitment to shaping Africa's future.

This year marks not only another chapter in UTAMU's growth but also the continuation of a greater mission: to use education as a tool to uplift others and to transform Africa through the timeless philosophy of Ubuntu, which reminds us that *"I am because we are."* Ubuntu teaches us that success is not measured by personal gain, but by the impact we have on others. It is this spirit of empathy, integrity, and accountability that defines UTAMU's identity and strengthens our role in shaping society.

In this era of Artificial Intelligence (AI) and digital transformation, UTAMU provides a unique advantage in the ability not only to adapt to technological change but to humanize it. While AI advances rapidly, ethical grounding remains our greatest compass. AI without ethics breeds chaos, but AI guided by Ubuntu has the power to transform Africa and ensure technology serves humanity.

As we reflect on UTAMU's vision, we reaffirm our defining pillars: technological excellence, managerial competence, and ethical leadership. These principles guide our institution and inspire our community to choose purpose over fleeting pleasure, integrity over convenience, and impact over impression. To our continuing students and future learners, let this report serve as a reminder that excellence must be pursued with humility, dedication, and resilience.

Looking ahead, UTAMU remains committed to building a future where knowledge, innovation, and ethics converge to shape an Africa that thrives. Together, we shall continue to strengthen our foundation, nurture generations of learners and innovators, and ensure that UTAMU's vision for an ethical, innovative Africa lives on.

1.0 INTRODUCTION AND OVERVIEW

1.1 Overview of the Annual Report

This Annual Report covers the period from January to December 2025. It provides a comprehensive account of the University's performance, institutional developments, and strategic progress during the year under review. The report highlights the historical background of UTAMU since its establishment in 2012, outlines the University's strategic goals and objectives, and presents detailed information on governance and management structures.

In addition, the report captures key institutional policies, the structure and functions of academic and administrative units, as well as major milestones and transformations realized in 2025. It further documents projects secured during the year, collaborative programmes and partnerships, the University's Human Resource profile, student enrollment statistics, and scholarly output in terms of staff and student publications. The report concludes with the audited financial statements for the year ended 31st December 2025.

1.2 About UTAMU

Uganda Technology and Management University (the University) was first incorporated in the Republic of Uganda under the Companies Act (CAP.110) as a company limited by shares on 30th August 2012. In accordance with Section 96 of the Universities and Other Tertiary Institutions Act 2001 and subsequent amendments and in accordance with the National Council for Higher Education Statutory Instrument Number 80 of 2005, the National Council for Higher Education at its 27th meeting held on 11th March 2013 granted a University Licence, No. UIPL022, to the University to operate as a University in the Republic of Uganda. UTAMU was gazetted in Gazette Vol. CVI No. 14 of 22nd March 2013, Legal Notice No. 4 of 2013.

UTAMU is currently operating under a University Licence, No. UIPL022 issued by the National Council for Higher Education in accordance with Section 97 of the Universities and Other Tertiary Institutions Act 2001 as amended.

The University has a governance structure that includes the Board of Directors, University Council, University Senate and Management. The University has five (5) academic schools, Graduate school, Business school, School of Technology Computing and Engineering, School of Education and Law School.

The University has a total of 57 academic programs at the undergraduate and postgraduate level, of which 51 are fully accredited by NCHE, and 6 were submitted to NCHE for reaccreditation and are under review. UTAMU had several collaborations and partnerships at the local, regional, and international levels.

1.3 Our Vision

To be a global educational institution in Management, Science, Technology and Innovation.

1.4 Our Mission



To provide global quality Education, Research and Innovation critical to economic and human development.

1.5 Core Functions

The core functions of UTAMU are student centered teaching and learning, development-oriented research, innovations and business incubation, and community engagement.

1.6 Our Core Values

UTAMU is mindful of its strategic future plans and the historic perspective of education in a world that emphasizes nurturing scientists, technologists and innovators who can transform and create new knowledge. The University's core values are: professionalism, creativity, integrity, transparency, integrity, transparency, empowerment and community engagement.

1.7 Strategic Goals and Objectives

UTAMU focuses on three main core areas, which include Teaching and Learning, Research and Innovation, and Industry and Engagements but with supportive administrative goals. The university's strategic objectives include: -

- To provide interdisciplinary teaching and promote industry-oriented education in management, technology, science, administration and governance through blended learning approaches.
- Improve the quality of research capacity and deliver practical and credible consulting and advisory services within the University's areas of specialisation to government and other key stakeholders. Attract, develop and retain the highest quality and motivated academic and administrative Staff. Enhance the university's competitiveness and sustainability.
- Enhance the capacity of support functions to facilitate effective and efficient delivery of UTAMU services.

2.0 UNIVERSITY ORGANOGRAM AND GOVERNANCE

UTAMU has the following governance and management organs: The Board of Directors, the University Council, the University Senate and the University Management.

Figure 1: The UTAMU organogram

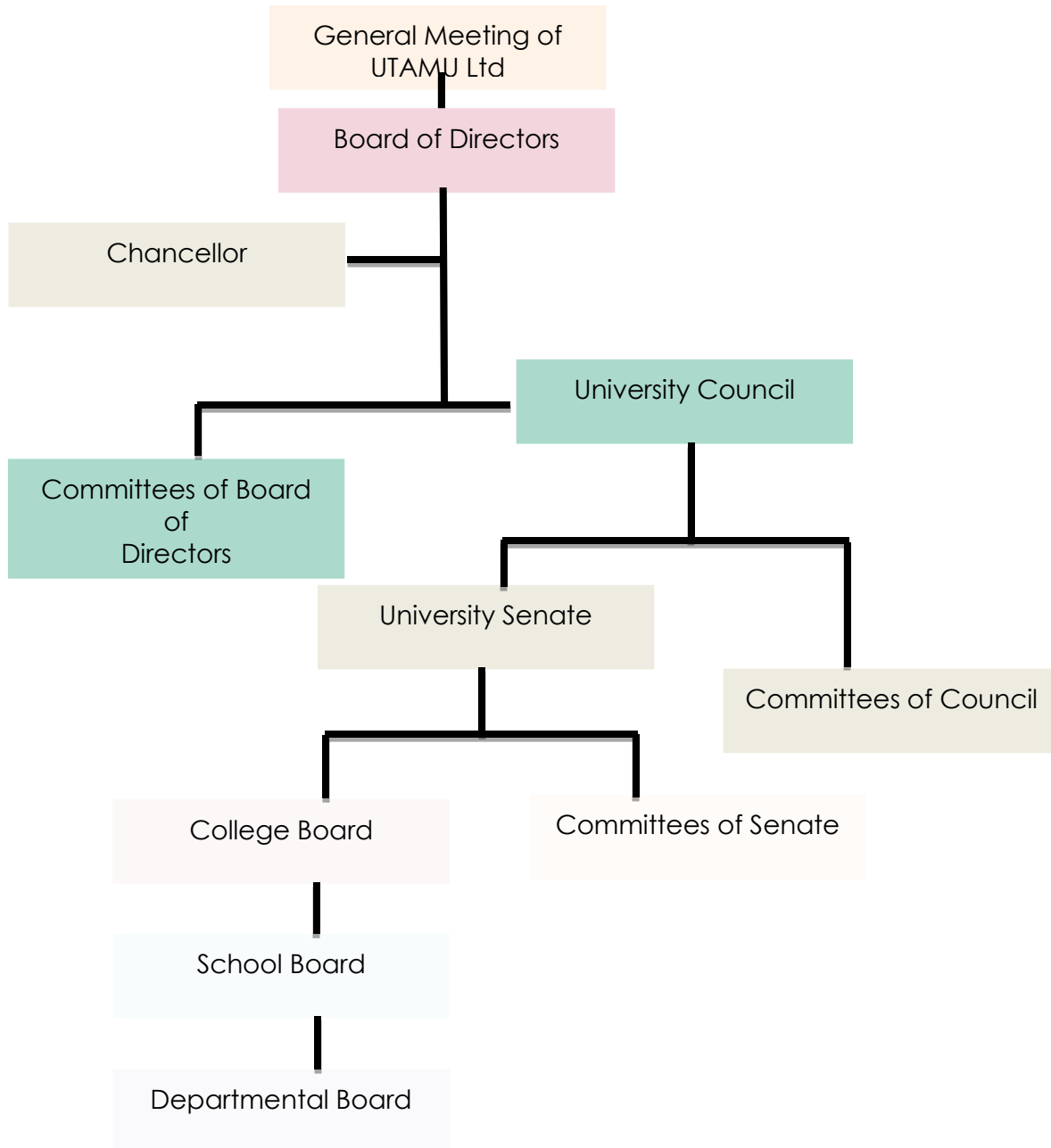
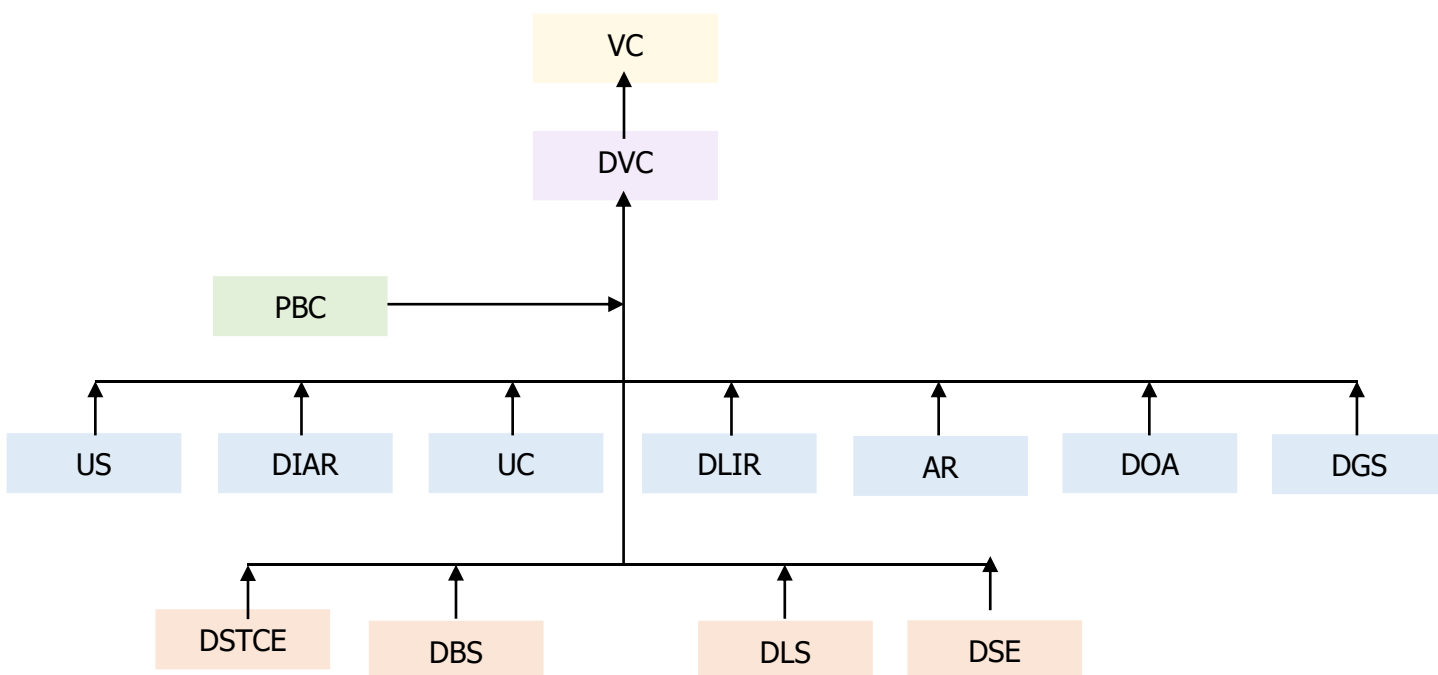


Figure 2: University Management Structure



KEY:

VC	Vice Chancellor
DVC	Deputy Vice Chancellor
PBC	Principal of Bugolobi Campus
US	University Secretary
UC	University Controller
DLIR	Director for Library and Information Resources
AR	Academic Registrar
DQA	Director for Quality Assurance
DIAR	Director for Internal Audit and Risk
DGS	Dean of Graduate School
DLS	Dean of Law School
DBS	Dean of Business School
DSTCE	Dean of School of Technology Computing and Engineering
DSE	Dean of School of Education

The governance and management of the University is constituted by the Board of Directors, the University Council, the Executive Management and the Senate

2.1 The Board of Directors

The University shall have a Board of Directors as the supreme organ of the University, which shall hold the university in trust on behalf of the shareholders of Uganda Technology and Management University (UTAMU) Ltd, the holding company).

UTAMU's governance is strengthened by the oversight of its **Board of Directors**, that provides strategic direction, accountability, and institutional stewardship. The directors ensure that the university's vision and mission are upheld. Their collective oversight fosters transparency, supports academic excellence, and aligns UTAMU's operations with national and global higher education standards.

Tap on the following link to view details: <https://utamu.ac.ug/board-of-directors>

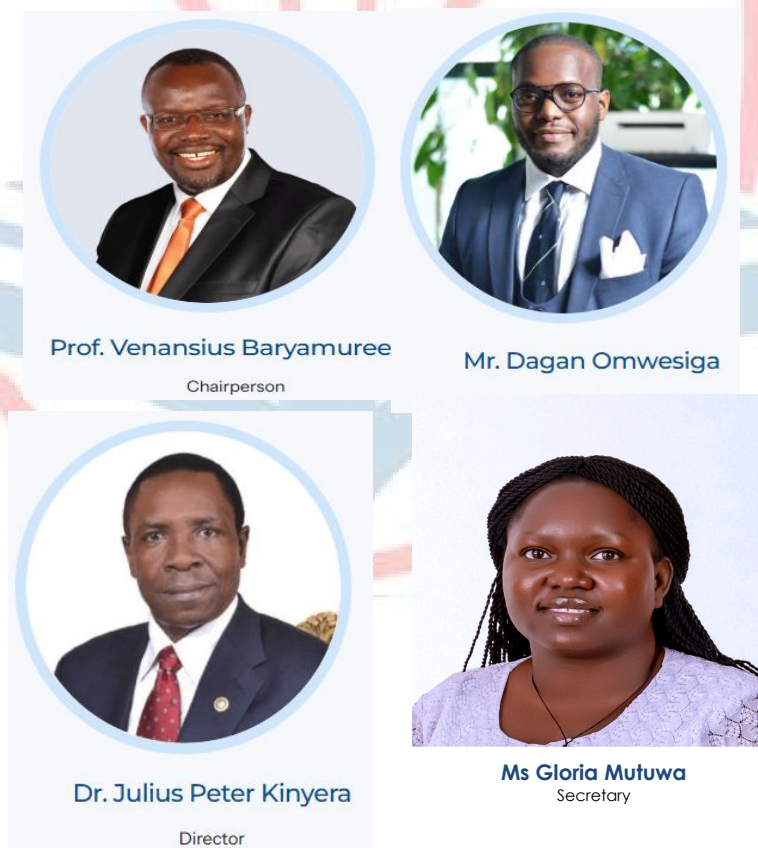


Figure 3: The Board of Directors

Below is a list of members of the Board of Directors and meetings attended in 2025. The Board held meetings on 20th March, 29th September, 21st October 2025, and 8th December 2025.

S/No	Name	Designation	Meetings Attended in 2025
Board Members			
1.	Prof. Venansius Baryamureeba	Chairperson	4
2.	Dr. Julius Kinyera	Director	4
3.	Counsel Dagan Omwesiga	Director	4
4.	Ms Mutuwa Gloria	Secretary	2
5.	Mr. Narcis Tumushabe Rwangoga	In attendance	1

2.3 University Council

Uganda Technology and Management University (UTAMU) operates under a governance framework that ensures continuity and accountability through its council. In 2025, UTAMU had two distinct councils guiding its academic and administrative affairs: one whose tenure concluded on 30th August 2025, and another that commenced in 1st September, 2025. This transition reflects the university's commitment to structured leadership, enabling smooth handover of responsibilities, preservation of institutional memory, and alignment with strategic objectives.

The University Council is responsible to the Board of Directors. The University Council is responsible for policy formulation as well as direct the academic, administrative and financial affairs of the University. Powers and Functions of the University Council: Tap on the following link to view details: <https://utamu.ac.ug/council>. University Council members whose term of office ended on 30/08/2025 are below:

2.3.1 Outgoing Council

The **5th UTAMU Council**, appointed in August 2022 for a three-year term ending in August 2025, diligently steered governance and oversight during its tenure. In 2025, the Council convened several meetings to deliberate on academic, administrative, and strategic matters, ensuring compliance with institutional policies and alignment with UTAMU's vision. These sessions provided continuity in leadership and prepared the ground for the transition to the new Council effective September 2025.

Table below presents the sittings of the outgoing council as provided below:

S/No.	Name	Designation	Meetings Attended in 2025
1	Prof. Charles Buregeya Niwagaba	Chairperson	1
2	Ms. Jalia Nassazi	Vice Chairperson	1
3	Ms. Juliet Nassuna	Member	2
4	Ms. Margaret Anyango	Member	1
5	Sam Magezi	Member	1
6	Willy Rwamparagi Kagarura	Member	2
7	Prof Charles Kwesiga	Member	
8	Prof. Elly Sabiti	Member	1
9	Honey Malinga	Member	2
10	Patrick Ngolobe	Member	2
11	Mr. Otikal Keneth	Member	2

12	Dr. Joseph Okwadi Tukei	Member	2
13	Ms. Edith Naluyimba	Member	1
14	Patrick Kayizzi	Member	1
15	Prof. Fredrick P M Jjunju	Ex-Officio Member	3
16	Ms. Nakitende Fatiinah	Secretary	3

The outgoing Council held meetings on 5 March 2025, 8 May 2025 and 19 August 2025

2.3.2 The New University Council

A new UTAMU Council was appointed effective 1 September 2025 for a three-year term, following the expiry of the 5th Council. This transition ensures continuity in governance, strengthens oversight of academic and administrative functions, and aligns institutional leadership with UTAMU's strategic vision for excellence and accountability.

The table below presents the membership to the University council and number of sittings.

S/No.	Name	Designation	Meetings Attended in 2025
1	Mr. Narcis Tumushabe Rwangoga	Chairperson	3
2	Ms. Caroline Judith Basemera	Vice Chairperson	3
3	Ms. Cate. K. Ssemakula	Member	2
4	Mr. Joseph Senfuka	Member	3
5	Mr. Sam Magezi	Member	2
6	Mr. Abdul Nsubuga	Member	3
7	Ms. Ritah Nakalema	Member	2
8	Dr. Martin Muhereza	Member	2
9	Ms. Margaret Nantege	Member	0
10	Mr. Kenneth Otikal	Member	1
11	Dr. Mutyaba Emmanuel Musoke	Member	0
12	Prof. Johnnie Wycliffe Frank Muwanga-Zake	Member	0
13	Ms. Florence Mirembe	Member	0
14	Mr Bamwine Trust	Member	
15	Anny Katabaazi-Bwengye (Mrs) (Oct-Dec)	Ex-Officio Member	1
16	Prof. Fredrick P M Jjunju (Jan-Sept)	Ex-Officio Member	1
17	Ms. Nakitende Fatiinah	Secretary	3

The new Council held meetings on: 18 September 2025, 21 November 2025, 4 December 2025

2.3.3 Committees of Council

2.3.3.1 Finance, Administration and General Purpose (FAG) Committee

The finance, Administration and General-Purpose Committee oversees financial planning, budgeting, and resource allocation, ensuring prudent management of university funds while addressing general governance matters to support UTAMU's sustainability, operational efficiency, and strategic development priorities. In accordance to the mandate and term of the council UTAMU had two committee sittings in 2025.

2.3.3.1.1 The Old Finance, Administration and General Purpose (FAG) Committee

The old Finance and General Purpose Committee concentrated on budgeting, expenditure review, and financial discipline to support UTAMU's core functions. The following are the members of the UTAMU old FAG Committee members:-

S/ No	Name	Designation	Meetings Attended in 2025
1	Samuel Magezi	Chairperson	2
2	Dr. Willy Rwamparagi	Member	1
3	Mr. Otikal Kenneth	Member	2
4	Ms. Juliet Nassuna	Member	1
5	Dr. Joseph Okwadi Tukei	Member	1

2.3.3.1.2 The New Finance, Administration and General Purpose (FAG) Committee

The new General Purpose Committee harnessed integration of strategic resource allocation, investment oversight, and long-term financial planning, ensuring sustainability and institutional growth. The following are the members of the UTAMU new FAG Committee members:-

S/ No	Name	Designation	Meetings Attended in 2025
1	Samuel Magezi	Chairperson	1
2	Kenneth Otikal	Member	1
3	Martin Muhereza	Member	1
4	Mr Bamwine Trust	Member	1
5	Ms. Caroline Judith Basemera	Member	1

Finance and General-Purpose (FAG) Committee held two (3) meeting in the year 2025 i.e., 17th February 2025, 2nd May and 29th October 2025.

2.3.3.2 Appointments and Disciplinary Committee

The appointments and Disciplinary Committee manages staff appointments, promotions, and disciplinary actions, safeguarding fairness, accountability, and professionalism in human resource practices, while reinforcing UTAMU's commitment to meritocracy and ethical standards in academic and administrative leadership. In accordance to the mandate of the University Council there were committees for appointment and disciplinary committees.

2.3.3.2.1 The Outgoing Appointments and Disciplinary Committee

The old committee in line with the term of the outgoing council managed recruitment, promotions, and disciplinary matters, ensuring fairness and adherence to policy.

S/ No	Name	Designation	Meetings Attended in 2025
1	Ms Nassuna Juliet	Chairperson	2
2	Prof. Elly Sabiiti	Member	1
3	Mr. Honey Malinga	Member	1
4	Mr. Patrick Ngolobe	Member	2
5	Ms Jalia Nasaza.	Member	1

2.3.3.2 The New Appointments and Disciplinary Committee

The new appointment and disciplinary Committee in line with the new Council strengthened to emphasize merit-based appointments, transparent disciplinary processes, and alignment with UTAMU's strategic staffing needs, supporting academic excellence and institutional integrity.

S/ No	Name	Designation	Meetings Attended in 2025
1	Ms Caroline Judith Basemera	Chairperson	1
2	Ms Cate Kiisa Ssemakula	Member	1
3	Ms Ritah Nakalema	Member	1
4	Prof. Johnnie Wycliffe Frank Muwanga-Zake	Member	1
5	Ms. Margaret Nantege	Member	1

2.3.3.3 Audit and Risk Committee

The audit and Risk Committee provides independent oversight of audits, compliance, and risk management, strengthening internal controls, transparency, and accountability, while proactively identifying and mitigating institutional risks to protect UTAMU's integrity and long-term sustainability. The table below provides the members and number of sittings for the audit and Risk committee.

2.3.3.3.1 The Old Audit and Risk Committee

In accordance to the term of the Old University Council the Audit and Risk Committee had both Old and the New Committees for Audit and Risk Committees. The Old Audit and Risk Committee focused on reviewing financial reports, compliance, and internal controls, ensuring accountability and transparency in UTAMU's operations. The members for old audit and Risk Committees are as follows:-

S/ No	Name	Designation	Meetings Attended in 2025
1	Ms. Margaret Onyango	Chairperson	1-
2	Prof Laura Orobia Asarum	Member	1
3	Mr. Ochan Bernard	Member	1
4	Mrs. Senfuka Joseph	Member	1
5	Omara Patrick	Member	1

2.3.3.3.2 The New Audit and Risk Committee

The new Audit and Risk Committee expanded to include proactive risk assessment, strategic oversight, and continuous monitoring, strengthening governance and safeguarding institutional sustainability. The members for new audit and Risk Committees are as follows:-

S/ No	Name	Designation	Meetings Attended in 2025
1	Senfuka Joseph	Chairperson	
2	Omara Patrick	Member	
3	Ochan Bernard	Member	
4	Semakula Rodgers	Member	
5	Gilbert Ringth	Member	

2.3.3.4 Quality Assurance Committee

The UTAMU Quality Assurance Committee ensures academic integrity and institutional compliance by monitoring teaching, learning, research, and administrative processes. It oversees curriculum review, assessment standards, and reporting to Senate and external regulators, while promoting continuous improvement and staff capacity building, thereby safeguarding excellence and accountability across the university.

The membership to the old quality Assurance committee is as follows:

S/ No	Name	Designation	Meetings Attended in 2025
1	Hajji Nsubuga Abdul	Chairman	2
2	Dr. Mutyaaba Emmanuel	Member	2
3	Prof. Laura Orobia	Member	0
4	Ms. Florence Mirembe	Member	0
5	Mr. Fred Byamugisha	Member	2

2.4 University Senate

The Senate is the supreme academic organ of the University and is responsible to the University Council. The University Senate is responsible for the organization, control and direction of the academic matters of the University, and as such the Senate is in charge of the teaching, general standards of education, research and innovation and their assessment in the University.

2.4.1 Senate Meetings Held

The University Senate plays a central role in UTAMU's academic governance, ensuring quality assurance, policy formulation, and oversight of teaching, research, and examinations.

In 2025, the Senate convened meetings to deliberate on academic programs, student progression, and institutional compliance, thereby reinforcing UTAMU's mission of excellence and accountability.

Table below provides the University Senate meetings as follows:

	Name	Current Position	Meetings in 2025
	Members		
1	Prof. F.P.M Jjunju	Chairperson/ Vice Chancellor	4
2	Anny Katabaazi – Bwengye	Chairperson/Vice Chancellor (Oct-Dec)	2
3	Dr. Catherine Wanjiku	Dean Business School	5
4	Dr. Wilfred Kokas Aupal	Principal Bugolobi Campus	3
6	CPA Andrew Mauka	University Controller	4
7	Dr. Joseph Tukei Okwadi	Academic Staff Representative Business School	0
8	Dr. Emmanuel Mutyaba	Board of Directors Appointee	0

9	Edward Masembe	Board of Directors Appointee	0
10	Ms. Florence Mirembe	University Librarian	6
11	Ayoo Philip	Dean School of Technology Computing and Engineering	6
12	Ms. Angella Kamukama	Student Representative	1
13	Prof Zaake	Academic Staff Representative of the School of Education	5
14	Charles Maina	Director Internal Audit and Risk	2
15	Ssentongo Charles	Board of Directors Appointee	2
16	Ninyesiga Allan	Academic Staff Representative of the School of Technology Computing and Engineering	4
17	Shadat Semakula	Academic Staff Representative of the Law School	1
18	Esther Kirabo	Director Quality Assurance	2
18	Allan Kamukama	Student Representative	1
19	Dr. Erasma Demeris Rutechura	Dean Law School	1
20	Florence Ddamba	Director Human Resources	1
Secretariat			
21	Maureen Twikirize (Jan-Aug)	Secretary	3
22	Eng. Usama Kasagga (Sept-Dec)	Secretary	1

Senate held five (6) meetings in the year 2025 i.e., 21nd February 2025, 25th April 2025, 20th June 2025, 18th July 2025 and 14th October 2025 and 19th November 2025.

2.5 University Management

UTAMU's University Management provides executive leadership and operational oversight, ensuring that policies approved by the Council and Senate are effectively implemented. It comprises the Vice Chancellor, Deputy Vice Chancellors, and senior administrators responsible for academic, financial, and administrative functions. Together, they drive strategic planning, uphold quality standards, and foster innovation, accountability, and institutional growth.

S/No.	Name	Position
1.	Anny Katabaazi-Bwengye (Mrs) (Oct-Dec)	Vice Chancellor
	Prof. F.P.M Jjunju (Jan- Sept)	Vice Chancellor
2.	Dr. Wilfred Kokas Aupal	Principal Bugolobi Campus
3.	CPA Andrew Mauka Mugeni	University Controller
4.	Eng. Usama Kasagga (Sept-Dec)	Academic Registrar
5.	Ms. Maureen Twikirize (Jan-Aug)	Academic Registrar
6.	Ms. Mirembe Florence	University Librarian
7.	Dr. Tabitha Naisiko	Dean Graduate School
8.	Dr. Catherine Wanjiku Nyambura	Dean Business School
9.	Dr. Philip Ouma Ayoo	Dean School of Technology Computing and Engineering
10.	Dr. Erasma Demeris Rutechura	Dean Law School
11.	Esther Kirabo	Director Quality Assurance
12.	Joseph Maina	Director Internal Audit and Risk
13.	Ms. Fatiinah Nakitende	University Secretary

2.6 University Statutes and Policies

UTAMU operates under a robust governance framework defined by statutes and policies that regulate its management, academic quality, financial accountability, and risk oversight. These instruments ensure compliance with Uganda's higher education laws and alignment with international standards.

- 1 **UTAMU Human Resource Manual 2022:** Guides staff management, recruitment, welfare, discipline, and institutional workforce governance.
- 2 **UTAMU Open Distance E-Learning Policy 2020:** Provides framework for flexible online learning delivery, accessibility, and quality assurance.
- 3 **UTAMU E-Learning Policy 2012:** Establishes digital teaching standards, promoting technology integration in academic delivery and assessment.
- 4 **UTAMU Financial Procedures Manual 2022:** Ensures accountability, transparency, and efficiency in financial management and institutional resource utilization.
- 5 **UTAMU Strategic Plan 2023-2033:** Outlines long-term vision, priorities, and development strategies for institutional growth and sustainability.
- 6 **Grants Administration and Management Policy 2022:** Regulates acquisition, utilization, and accountability of research and institutional grants.
- 7 **Staff Leave and Attendance Policy 2022:** Defines entitlements, procedures, and compliance for staff leave and attendance management.
- 8 **Part-time Recruitment Policy 2022:** Provides guidelines for hiring part-time staff, ensuring fairness, transparency, and institutional efficiency.
- 9 **Academic Staff Association Constitution 2022:** Governs academic staff representation, welfare, and participation in institutional decision-making.
- 10 **Administrative Staff Association Constitution 2022:** Strengthens administrative staff unity, welfare, and engagement in governance processes.
- 11 **Alumni Association Constitution 2022:** Promotes alumni involvement, networking, and contributions to UTAMU's development and reputation.
- 12 **Support Staff Association Constitution 2022:** Advocates for support staff welfare, recognition, and participation in institutional governance.
- 13 **Short Courses, Executive Training Policy 2022:** Regulates design, delivery, and fees for professional training and short courses.
- 14 **E-Library Policy 2022:** Enhances digital resource access, supporting teaching, learning, and scholarly research activities.
- 15 **Procurement and Disposal of Assets Policy 202:** Ensures transparent acquisition, management, and disposal of institutional assets.
- 16 **Quality Assurance Policy 2021:** Establishes standards for academic excellence, continuous improvement, and institutional credibility.
- 17 **Scholarship and Fellowship Policy 2020-2025:** Provides framework for awarding scholarships, fellowships, and promoting academic opportunities.



- 18 **Students with Disabilities Policy 2014:** Ensures inclusivity, accessibility, and support for learners with disabilities.
- 19 **Gender Policy 2014:** Promotes gender equity, inclusivity, and fairness across institutional programs and governance.
- 20 **Special Needs Policy 2014:** Provides support and accommodations for students with diverse learning needs.
- 21 **Sexual Harassment Policy 2014:** Safeguards against harassment, ensuring dignity, safety, and institutional accountability.
- 22 **Research Policy 2012:** Guides research ethics, funding, dissemination, and institutional knowledge advancement.
- 23 **Transfer of Credit Units Policy 2012:** Regulates recognition and transfer of academic credits across programs.
- 24 **Official Travel Policy 2012:** Provides procedures for staff travel, allowances, and accountability.
- 25 **Academic and Examinations Manual 2023:** Standardizes academic processes, examinations, and assessment procedures.
- 26 **Statute on University Campuses 2023:** Defines governance, management, and operations of UTAMU campuses.
- 27 **Revised Examination Policy 2023:** Updates examination procedures, integrity measures, and assessment standards.
- 28 **Academic Programmes Development and Review Policy 2024:** Guides design, approval, and review of academic programs.
- 29 **UTAMU Charter 2022:** Establishes UTAMU's legal foundation, governance, and institutional mandate.
- 30 **Statute on Governance and Management 2024:** Defines structures, responsibilities, and authority in institutional governance.
- 31 **Risk Management Framework Statute 2021:** Provides mechanisms for identifying, assessing, and mitigating institutional risks.
- 32 **Appointments and Promotions Policy 2012:** Regulates academic staff recruitment, promotion, and career progression.
- 33 **Administrative Staff Appointments Policy 2012:** Guides recruitment and appointment of administrative staff.
- 34 **Technical Staff Appointments Policy 2012:** Provides framework for hiring and managing technical staff.
- 35 **Chancellor Appointments Policy 2012:** Defines procedures for appointing the University Chancellor.
- 36 **Management Appointments Policy 2015:** Regulates recruitment and appointment of senior management staff.
- 37 **Revised ICT Policy 2025:** Strengthens ICT infrastructure, governance, and digital transformation.

- 38 Academic Monitoring and Review – Law School 2024:** Ensures quality monitoring of Law School academic programs.
- 39 Academic Programmes and Review – Law School 2024:** Guides design and evaluation of Law School curricula.
- 40 Learning and Teaching Policy – Law School 2024:** Establishes teaching standards and methodologies for Law School.
- 41 Law School Quality Assurance Policy 2024:** Reinforces academic quality and compliance within Law School.
- 42 Law School Recruitment, Selection, Admissions Policy 2024:** Regulates student recruitment and admissions processes.
- 43 Law School Students Appeal and Complaints Policy 2024:** Provides mechanisms for addressing student grievances.
- 44 UTAMU Prospectus 2021-2022:** Outlines programs, admissions, and institutional information.
- 45 Full-time Staff Workload Policy 2013:** Defines workload distribution and responsibilities for full-time staff.
- 46 Staff Development Policy 2014:** Promotes training, growth, and career advancement opportunities.
- 47 Salary Framework Policy 2012:** Establishes salary structures and remuneration guidelines.
- 48 Students' Guild Constitution 2014:** Governs student representation, leadership, and participation in governance.
- 49 Fees Payment and Refund Regulation:** Provides procedures for tuition payment and refund management.
- 50 Terms and Conditions of Service Policy 2014:** Defines employment terms, rights, and obligations of staff.
- 51 Communications Policy 2018:** Guides institutional communication, information flow, and public relations.

The UTAMU statutes and policies form the backbone of UTAMU's governance, guiding human resource practices, academic delivery, financial accountability, staff welfare, and strategic planning. In addition, the statutes and policies ensure compliance, transparency, and institutional excellence.

In conclusion, the statutes and policies have collectively strengthened academic quality assurance, financial transparency and accountability, promote staff welfare and representation, advancing digital learning and innovation, and alignment of UTAMU's operations with its Strategic Plan 2023–2033.

2.7 Schools

UTAMU provides teaching, learning, research and community engagement through the five schools; Graduate School, Business School, Law School, School of Education, and School of Technology, Computing and Engineering.

- a) **Graduate School:** UTAMU's Graduate School advances postgraduate education, fostering research excellence and innovation. It coordinates and manages research, innovation and graduate studies. It support the master's candidates with rigorous supervision, interdisciplinary



collaboration, and impactful scholarship, preparing graduates to contribute meaningfully to academia, industry, and national development.

- b) **Business School:** The Business School emphasizes leadership, entrepreneurship, and management skills. Through diverse programs, it equips students with practical knowledge, analytical capacity, and ethical values, producing graduates who drive organizational growth, economic transformation, and sustainable business practices across Uganda and beyond.
- c) **Law School:** UTAMU's Law School nurtures legal professionals with strong foundations in justice, governance, and emerging fields like digital law. It integrates theory with practice, preparing graduates to uphold rule of law, advocate for rights, and shape responsive legal systems.
- d) **School of Education:** The School of Education develops educators and researchers committed to advancing learning. It emphasizes pedagogy, curriculum design, and community engagement, producing graduates who strengthen teaching standards, promote inclusive education, and contribute to national and regional educational reforms.
- e) **School of Technology, Computing and Engineering:** This school drives innovation in science and technology. Offering programs in computing, engineering, and digital systems, it equips students with technical expertise and problem-solving skills, fostering graduates who advance technological solutions, industrial growth, and sustainable development in Uganda and globally.

2.8 School and Departmental Boards

UTAMU's schools and departments form a cohesive academic structure that balances **governance, teaching, research, and innovation**, ensuring the university's mission of excellence in higher education.

- a) **School Boards:** UTAMU's school boards provide strategic oversight, policy guidance, and academic governance. Comprising experienced scholars and professionals, they ensure quality assurance, curriculum relevance, and institutional accountability. Their role strengthens decision-making, fosters innovation, and aligns university programs with national and global standards, thereby promoting excellence in education, research, and community engagement.
- b) **Departmental Boards:** UTAMU's departmental boards oversee academic quality, curriculum implementation, and staff performance at the unit level. They comprise heads of departments and senior faculty, ensuring effective coordination of teaching, research, and student support. These boards strengthen accountability, foster innovation, and align departmental activities with the university's broader mission and strategic objectives.

2.9 University Support Units

In order harness the effective performance of Uganda Technology and Management University, the support units have continued to support the operation of the University.

- a) **Office of University Secretary:** Oversees governance, compliance, and council affairs. They ensure policy implementation, legal accountability, and effective communication between management, staff, and stakeholders. The Human Resources unit that is responsible for management of human resources is under this office.
- b) **Academic Registry:** The Academic Registry manages student admissions, records, and examinations. It ensures academic integrity, supports program delivery, and maintains accurate documentation for effective governance and student progression.
- c) **ICT Department:** The ICT Department provides digital infrastructure, technical support, and e-learning platforms. It drives innovation, enhances connectivity, and ensures secure systems for teaching, research, and administrative efficiency.
- d) **Office of University Controller:** Manages budgeting, resource allocation, and institutional planning. It ensures financial sustainability, operational efficiency, and strategic development to support UTAMU's academic and administrative growth.

- e) **Directorate of Quality Assurance:** UTAMU's Directorate of Quality Assurance ensures academic and administrative standards, monitors compliance, and promotes continuous improvement. It safeguards excellence in teaching, research, and service, reinforcing institutional credibility and aligning operations with national and international higher education benchmarks.
- f) **Directorate of Internal Audit and Risk:** The Directorate of Internal Audit and Risk strengthens accountability and transparency at UTAMU. It evaluates financial systems, identifies risks, and recommends controls. By ensuring compliance and prudent resource management, it supports institutional integrity, efficiency, and sustainable governance practices.
- g) **University Library:** UTAMU's University Library is a hub for knowledge access, supporting teaching, learning, and research. It provides digital and physical resources, fosters information literacy, and promotes scholarly engagement. The library enhances academic productivity and strengthens UTAMU's intellectual community.

2.10 Student Leadership

The UTAMU Students Guild represents learners' interests through elected leadership. Led by the Guild President, Vice President, and ministers, it advocates welfare, promotes unity, supports inclusivity, and fosters leadership development, ensuring students actively participate in university governance and community.

In adherence to the provisions outlined in the UTAMU Students' Guild Constitution, a dedicated Electoral Commission coordinated and conducted the Student's Guild Elections for the positions of Guild President and Guild Representative Council in 2025. The election saw several candidates, vying for the presidency. Following the electoral process, Mr. Trust Bamwiine emerged as the victor and was duly announced as the elected Guild President. The official inauguration and swearing-in ceremony for the Guild President and Guild Representative took place in the same year.

S/No.	Name	Designation
1.	H.E. Trust Bamwiine	Guild President
2.	Gift Esther Nanjogo	Guild Vice President
3.	Margaret Katushabe	Minister for Students with Disabilities
4.	Gilbert Tinkamanyire	Minister of Finance
5.	Rich Wembabazi	Minister of Recreation, Social Affairs and Entertainment
6.	Jovia Nakigozi	Minister of Gender
7.	Marcel Butera	Minister for Education
8.	Nicodem Kiretwa	Minister for Information and Public Relations
9.	Shelen Babirye	Minister of Justice and Constitutional Affairs

2.11 UTAMU Associations and Convocation

At Uganda Technology and Management University (UTAMU), associations of staff play a vital role in strengthening governance, representation, and institutional cohesion. These associations are not just representative bodies; they are engines of dialogue, accountability, and professional solidarity. They help UTAMU maintain a balance between academic excellence and administrative efficiency, ensuring that both teaching and support functions align with the university's mission. Broadly, these associations are organized around two main categories: **academic staff, administrative staff, and support staff. UTAMU also has a functional convocation and alumni associations.**

- a) **Academic Staff Association:** The UTAMU Academic Staff Association represents academic staff and researchers, promoting professional development, welfare, and academic excellence. It provides a platform for dialogue, advocacy, and collaboration, ensuring

staff voices influence policy. The association strengthens teaching, research, and governance, advancing UTAMU's mission of quality higher education.

- b) Administrative Staff Association:** The Administrative Staff Association unites UTAMU's administrative employees, promoting welfare, teamwork, and professional growth. It advocates fair treatment, improved working conditions, and recognition of contributions. By fostering collaboration and inclusivity, the association ensures administrative staff actively support governance, efficiency, and institutional development, strengthening UTAMU's administrative backbone and enhancing service delivery across all units.
- c) Support Staff Association:** The Support Staff Association represents UTAMU's support staff employees, safeguarding welfare and encouraging inclusivity. It advocates for fair treatment, recognition, and improved working conditions. By fostering unity and collaboration, support staff contribute significantly to institutional efficiency, governance, and overall success, ensuring UTAMU's operations remain effective, responsive, and supportive of academic and administrative excellence.
- d) Convocation:** UTAMU's Convocation is the ceremonial gathering where graduates are formally awarded degrees. It celebrates academic achievement, institutional identity, and community pride. The event unites faculty, alumni, students, and stakeholders, reinforcing UTAMU's traditions while inspiring graduates to contribute to national development and global knowledge advancement.
- e) Alumni Association:** The Alumni Association connects UTAMU graduates, fostering lifelong engagement, networking, and collaboration. It strengthens alumni contributions to institutional growth, promotes mentorship, and enhances UTAMU's reputation. By maintaining ties with graduates, the association supports academic excellence, community development, and global visibility, ensuring alumni remain integral partners in advancing UTAMU's mission and sustaining its legacy.

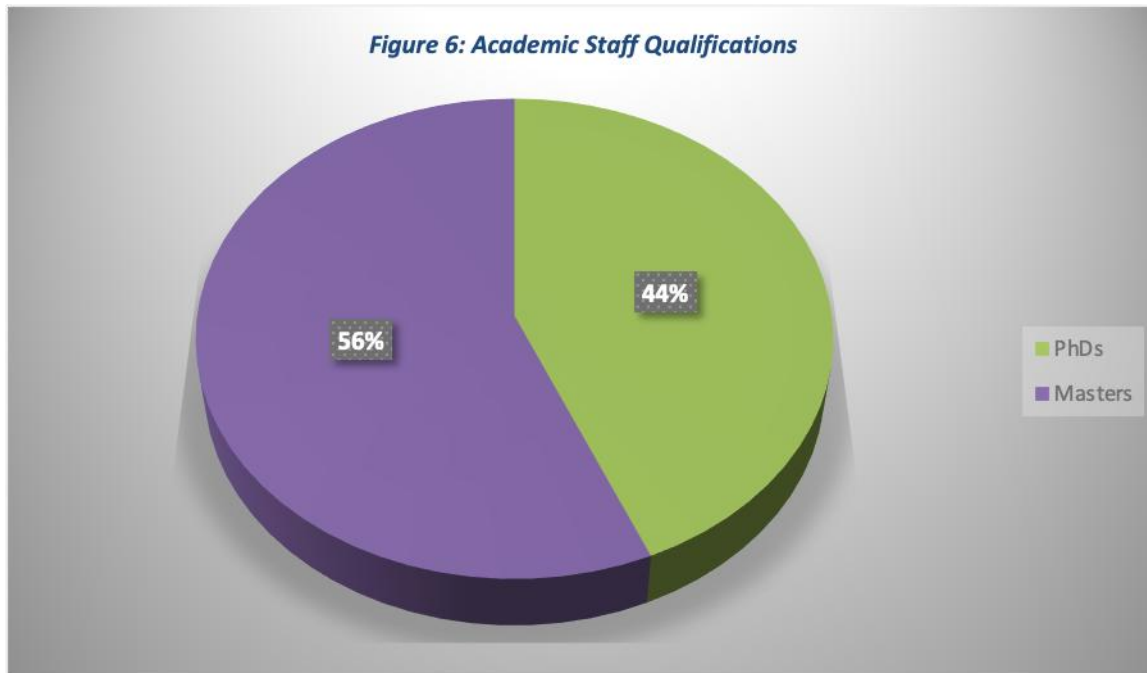
3.0 UTAMU STAFFING

Staff development remains a central component of the UTAMU's strategy to enhance academic quality, research output, and institutional effectiveness. In line with this commitment, the University continued to support staff in upgrading their qualifications and acquiring relevant professional competencies during the year 2025.

3.1 Academic Staff Qualifications in Terms of PhD

UTAMU's academic staff comprises highly qualified professionals dedicated to teaching, research, and innovation. They include professors, senior lecturers, and researchers who contribute to knowledge creation and dissemination. The staff actively engage in curriculum development, mentorship, and scholarly publications, strengthening UTAMU's reputation as a hub for academic excellence and regional intellectual growth.

UTAMU employs **78 academic staff overall**, comprising **34 PhD holders** and **44 Master's degree holders**. There are no academic staff with Bachelors or Diplomas. **Figure 6** below presents staff qualifications.



3.2 Academic Staff by Gender

UTAMU employs **78 academic staff**, including **34 PhD** and **44 Master's degree holders**. Female staff total **20**, male **58**, showing strong postgraduate representation and opportunities for enhanced gender balance in advanced qualifications.

Qualification	Female	Male	Total
PhDs	7	27	34
Masters	13	31	44
Post Graduate	-	-	-
Bachelors	-	-	-
Diploma	-	-	-

Total Staff	20	58	78
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3.3 Staff Full Time and Part Time Academic Staff

UTAMU employs **78 academic staff overall**, with **58 full-time members** comprising **34 PhD holders** and **44 Master's degree holders**. The university employs 6 part-time masters' lecturers with specialized unique skills to support the University programmes. There are no staff with Bachelors or Diplomas.

Qualification	Full Time	Part-Time	Total
PhDs	26	8	34
Masters	32	12	44
Total Staff	58	20	78

3.4 Administrative Staff

UTAMU's administrative staff play a vital role in ensuring smooth institutional operations. They include specialists, managers, registrars, accountants, and support officers, with qualifications ranging from PhDs to diplomas. Their collective expertise strengthens governance, finance, human resource management, and student services, fostering efficiency, accountability, and sustainable growth across the university's academic and administrative functions. The University has **Twenty Seven (27)** Administrative staff and **Nineteen (19)** support staff to support the operations of the University.

3.5 Academic Advancement

UTAMU's academic staff play a pivotal role in advancing training through their strong postgraduate qualifications, with different Post Graduate Qualifications forming the backbone of instruction. Their expertise ensures high-quality teaching, supervision, and curriculum development, while fostering innovation and professional growth.

In most cases, UTAMU recruits academic staff with the required qualifications. When there is a need for a PhD holder it advertises and recruits from the open market and the same applies to Master's holders. However it also accords staff already in the system to train at various levels at UTAMU and other universities.

This academic Year the University trained four academic staff in different UTAMU programs to harness University performance.

S/NO.	Name	Programme Completed	Level
1	Alex Mukama	PGDE (Monitoring & Evaluation); MSc Computing	Postgraduate
2	Allan Ninyesiga	PGDE (Monitoring & Evaluation)	Postgraduate
3	Allan Mwesigwa	Bachelor of Information Systems	Undergraduate
4	Timothy Kivumbi	PGDE (Monitoring & Evaluation)	Postgraduate

3.6 Ongoing Staff Development

UTAMU have additional 6 students in the different programmes for successful performance of the University. The staff's commitment to continuous learning and mentorship enhances student competencies, strengthens institutional capacity, and supports Uganda's broader goals of producing skilled graduates for technology, management, and leadership sectors.

The University further strengthened its human capital base by supporting staff enrollment in advanced academic programmes:

Name	Programme Enrolled	Level
Joseph Maina	MSc Information Technology	Postgraduate
Daniel Kakuru	MBA (Accounting & Finance)	Postgraduate
Tumuramye Excel	Executive MBA (Financial Management)	Postgraduate
Elizabeth Nassozi	Master of Information Systems	Postgraduate
Byamukama John Bosco	MBA (Accounting & Finance)	Postgraduate
Allan Mwesigwa	MSc Computing	Postgraduate

4.0 ACADEMIC PROGRAMMES AND STUDENTS ENROLLMENT

4.1 Programme Overview

The University has a total of 57 academic programs at the undergraduate and postgraduate level, of which 51 are fully accredited by NCHE, and 6 were submitted to NCHE for reaccreditation and are under review. UTAMU had several collaborations and partnerships at the local, regional, and international levels.

These include:

- 1 Higher Education Certificate
- 4 Undergraduate Diplomas
- 26 Bachelor's Degree Programmes
- 16 Postgraduate Diplomas
- 10 Master's Degree Programmes

These programmes, primarily in the fields of technology and management, have produced graduates who are making significant contributions across Uganda, the region, and the global community. UTAMU's growing alumni network continues to excel in academia, industry, government, entrepreneurship, and innovation; a testament to the University's commitment to developing globally competitive professionals and ethical leaders. **Figure 7** below showing the enrolment in UTAMU.

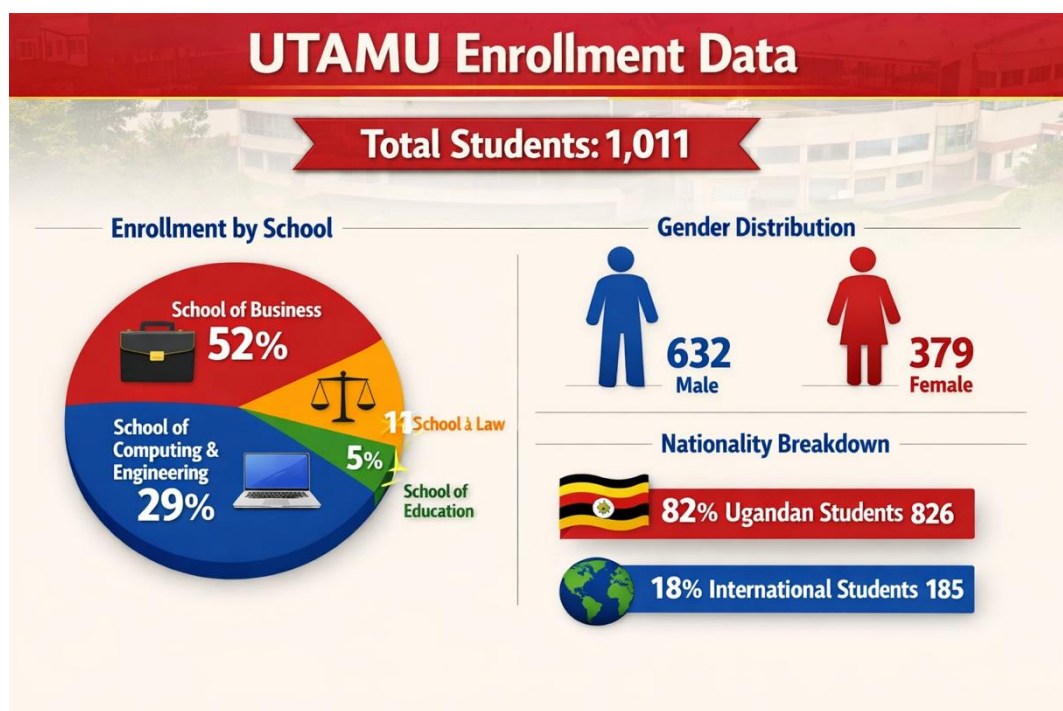


Figure 7: showing UTAMU Enrollment

4.2 Student enrollment

In 2025, Uganda Technology and Management University (UTAMU) continued to demonstrate strong growth and diversity in its academic programs, enrolling a total of **1,011 students** across postgraduate, undergraduate, and diploma levels.

The School of Business remains the largest contributor, with significant enrollment in programs such as the Master's in Monitoring and Evaluation (121 students) and the Bachelor of Project Planning and Management (64 students).

The Law School has also expanded its reach, offering specialized certificates in digital literacy and artificial intelligence, while the School of Computing and Engineering recorded robust numbers in software engineering and information systems.

The establishment and growth of programs across these schools reflect UTAMU's commitment to aligning education with global trends, technological advancements, and the evolving needs of society. This diversity of enrollment underscores UTAMU's role as a hub for nurturing talent in science, technology, management, and innovation, while fostering a vibrant, multicultural academic community.

S/No.	Name	Reg Code	School	M	F	Ugan dan	Internati onal	Total
1	Executive Master of Business Administration	EMBA	BS	32	17	42	7	49
2	Master of Business Administration	MBA	BS	27	6	24	9	33
3	Masters in Monitoring and Evaluation	MME	BS	88	33	73	48	121
4	Master's in public administration and management	MPAM	BS	10	4	11	3	14
5	Masters in Project Planning and Management	MPPM	BS	36	18	39	15	54
6	Postgraduate Diploma in Accounting and Finance	PGDAF	BS	2	0	2	0	2
7	Postgraduate Diploma in Financial Management	PGDFM	BS	4	2	4	2	6
8	Postgraduate Diploma in Human Resource Management and Development	PGDHRMD	BS	3	8	10	1	11
9	Postgraduate Diploma in Monitoring and Evaluation	PGDME	BS	38	28	48	18	66
10	Postgraduate Diploma in Oil Governance and Management	PGDOGM	BS	2	2	4	0	4
11	Postgraduate Diploma in Public Administration	PGDPA	BS	8	3	10	1	11
12	Postgraduate Diploma in Public Procurement	PGDPP	BS	1	1	2	0	2
13	Postgraduate Diploma in Project Planning and Management	PGDPPM	BS	35	19	50	4	54
14	Postgraduate Diploma in Public Policy	PGDPPOL	BS	2	0	2	0	2
15	Bachelor of Science in Accounting and Finance	BAF	BS	9	7	15	1	16
16	Bachelor of Business Administration	BBA	BS	28	22	48	2	50
17	Bachelor of Public Administration and Management	BPAM	BS	7	1	8	0	8
18	Bachelor of Project Planning and Management	BPPM	BS	25	39	48	16	64
19	Bachelor of Procurement and Supply Chain Management	BPSCM	BS	11	8	14	5	19
20	Diploma in Business Administration	DBA	BS	5	1	6	0	6
21	Diploma in Project Planning and Management	DPPM	BS	3	1	4	0	4
22	Diploma in Procurement and Supply Chain Management	DPSCM	BS	3	2	5	0	5

LAW SCHOOL

23	Bachelor of Laws	LLB	LS	12	4	15	1	16
24	Postgraduate Certificate in Artificial Intelligence for Lawyers	PGCAI	LS	4	3	7	0	7
25	Postgraduate Certificate in Digital Literacy for Lawyers	PGCDL	LS	4	3	7	0	7

26	Certificate in Administrative Law	CAL	LS	8	5	12	1	13
27	Certificate in Legal Writing and Drafting	CLWD	LS	2	0	2	0	2
SCHOOL OF COMPUTING & ENGINEERING								
28	Master of Information Systems	MIS	STCE	20	3	16	4	20
29	Master of Information Technology	MIT	STCE	20	3	22	1	23
30	Master of Science in Computing (Computer Security)	COMP	STCE	14	3	14	3	17
31	Postgraduate Diploma in Computing	PGDCOMP	STCE	0	3	3	0	3
32	Postgraduate Diploma in Information Systems	PGDIS	STCE	5	5	9	1	10
33	Postgraduate Diploma in Information Technology	PGDIT	STCE	12	2	12	2	14
34	Bachelor of Science in Computer Security and Forensics	CSF	STCE	40	6	44	2	46
35	Bachelor of Science in Computer Science	BCS	STCE	38	8	44	2	46
36	Bachelor of Information Systems and Technology	BIST	STCE	80	19	96	3	99
37	Bachelor of Science in Software Engineering	BSE	STCE	31	4	34	1	35
38	Diploma in Computing	DCOMP	STCE	14	3	17	0	17
SCHOOL OF EDUCATION								
39	PGD in Education with Technology	PGDEWT	SE	17	3	14	6	20
40	Higher Education Certificate	HECH	SE	10	5	14	1	15
							TOTAL	1,011

4.3 Scholarships

UTAMU awarded over 500 scholarships in all intakes in various programmes: Bachelor of science in Computer; Bachelor of Project Planning and Management; Bachelor of Procurement and Supply Chain Management; Bachelor of Public administration; Bachelor of Science in software Engineering; Bachelor of Science in Computer Security and Forensics; Bachelor of Business administration; Bachelor of Project Planning and Management; Bachelor of Education (Secondary) and Bachelor of Science in Accounting and Finance. UTAMU ensured a transparent scholarship award process, adhering to fair and unbiased criteria. Successful students who met the eligibility requirements were admitted to the university. This initiative aimed to provide opportunities for deserving individuals to pursue higher education and acquire valuable knowledge and skills in their chosen fields.

4.4 University Library Services

UTAMU operates a central university library and a specialized law library staffed by qualified library personnel who support academic and research activities. The library provides access to both print and electronic academic resources aligned with programme requirements. Facilities include study spaces, internet access points, and reading areas for staff and students. Collection development is guided by programme needs and accreditation requirements, with periodic acquisition of books and electronic databases.

4.4.1 Main Library

- Size in square meters,	294.22215m ²
- Physical books in stock	5,712
- Physical serial titles,	N/A
- Online bibliographical items,	N/A
- Servers,	1
- Workstations,	30
- Online books,	404,133
- Online serial titles,	over 50

- Electronic databases, 25
- Book bank collections N/A

4.4.2 Off Campus Libraries

- Online books, - 404,096
- Online serial titles, - over 50,000
- Electronic databases, - 25
- Off campus access, - Username/ Password
- Discovery Tool - Google Scholar, Semantic Scholar, Koha, Worldcat

The following are the databases that our users have access to through the e-library.

4.4.3 Digital Library Resources and Databases

The University provides access to a wide range of reputable academic databases and digital repositories to support teaching, learning, and research. These resources collectively offer extensive access to scholarly journals, e-books, research papers, and reference materials across multiple disciplines.

Database / Platform	Journals	e-Books
Edward Elgar	291	
DOAB		10000
DOAJ	20000	
Hindawi/Wiley	500	
Jstor	270	400
MDPI	509	
Openstax		60
Open Textbook Library		1200
Taylor and Francis		5584
Springer Open	100	
Scientific Research	200	
Science Publishing group	300	500
Science Direct Open	8824	84000
Intech		8000
Ethos Online		600000
Research for Life	8800	84000
Free book center		1500
OTHERS		
Arxiv	2.3 million articles	
Eric	2 million articles (Education)	
OASIS	Over 400,000 records including e-books, journals, podcasts, videos, interactive simulations, primary sources, e.t.c	
Core	449 million papers across various subjects	
African Legal Information Institute	16,097 African Union Documents	
World Legal Information Institute	1,834 databases from 123 jurisdictions	
Social Science Research Network	1.7 million Papers	

- Online books, - 404 096
- Online serial titles, - over 10,000
- Electronic databases, - 25
- Off campus access, - Username/ Password

4.4.4 conclusion

These digital resources significantly enhance the University's academic ecosystem by providing students and staff with access to high-quality, peer-reviewed content. The diversity and scale of these databases support multidisciplinary research, innovation, and evidence-based learning, in line with UTAMU's strategic focus on academic excellence and global competitiveness.



5.0 RESEARCH, DEVELOPMENT AND INNOVATION

UTAMU prioritizes research, development, and innovation as central pillars of its academic mission. The University fosters a culture of inquiry and creativity through applied projects, collaborative partnerships, and industry engagement. These initiatives generate practical solutions to national and global challenges, promote entrepreneurship, and strengthen UTAMU's role as a hub for knowledge creation and sustainable development, ensuring graduates are equipped to lead in academia, industry, and society.

Research and innovation remain central to the University's mission of advancing knowledge, solving societal challenges, and enhancing academic excellence. In 2025, UTAMU recorded a significant volume of postgraduate and undergraduate research outputs across its Schools, reflecting strong engagement in applied, policy-relevant, and technology-driven research.

5.1 UTAMU Ranking 2025

Uganda Technology and Management University (UTAMU) continues to strengthen its position within the national and global higher education landscape. According to the EduRank rankings, UTAMU was ranked 19th in Uganda in 2025, reflecting sustained performance in academic output, research visibility, and institutional reputation.

A review of recent trends indicates that UTAMU has maintained a relatively stable position among Uganda's top universities over the period **2023–2025**, demonstrating consistency in its academic and operational performance. This stability provides a strong foundation for future upward mobility in national and international rankings.

5.2 Research Themes and Areas of Focus

A. Technology, Artificial Intelligence & Digital Systems (STCE) - Artificial Intelligence and Machine Learning - Cybersecurity and digital systems - Information Systems and ERP implementation frameworks - Blockchain applications in supply chain systems - Digital transformation in education and financial systems	B. Health Systems and Digital Health Innovation - HIV/AIDS treatment monitoring and adherence - Digital health systems and electronic medical records - Pandemic monitoring and reporting systems - Health service delivery and performance
C. Monitoring & Evaluation, Governance and Development (Business School) - Monitoring and Evaluation (M&E) systems and effectiveness - Project performance and accountability - NGO and donor-funded programme evaluation - Public sector performance and service delivery - Refugee management, livelihoods, and humanitarian interventions	D. Business, Finance and Economic Development - Financial management, risk mitigation, and SME growth - Oil and gas sector governance and sustainability - Digital banking, fintech, and fraud management - Procurement systems and public financial management
E. Community, Social and Environmental Research	F. Law and Policy Research

• Community health and welfare • Waste management and environmental sustainability • Agricultural systems and food security • Education systems and student performance	• Environmental and Natural Resources Law • International and Regional Integration Law • Human Rights & Governance • Commercial & Corporate Law • ICT and the Law
G. Education Research • Digital Pedagogy • Curriculum Innovation • Educational Leadership • Assessment & Quality Assurance • Equity & Inclusion	H. Business Research • Digital Finance & FinTech • Entrepreneurship & Innovation • Corporate Governance • ERP & Business Analytics • Sustainable Business Models

5.3 Research Outputs

Uganda Technology and Management University (UTAMU) made notable scholarly contributions through innovative teaching, impact research, and community engagement. The academic staff and students actively publish in peer-reviewed journals, present at international conferences, and develop solutions addressing national and regional challenges. UTAMU's scholarship emphasizes interdisciplinary collaboration, fostering knowledge that advances education, technology, and sustainable development. A total of 174 research outputs were published in the form of journal articles, book chapters, books conference proceedings and dissertations. The outputs demonstrate UTAMU's increasing contribution to global scientific knowledge and innovation. The details of the topics and publications are provided in **appendix 1**.

5.4 Journal and Conferences Platforms

UTAMU actively supports scholarly discourse through its flagship platforms : the International Journal of Technology and Management (IJOTM) and the International Conference on Technology and Management (ICTM). Together, these platforms strengthen UTAMU's academic reputation, enhance institutional recognition, and ensure impactful contributions to global scholarship.

5.4.1 International Journal of Technology and Management (IJOTM)

The International Journal of Technology and Management (IJOTM) of UTAMU is a peer-reviewed platform dedicated to publishing innovative, interdisciplinary research in technology, management, and applied sciences. It fosters scholarly discourse, supports academic excellence, and enhances institutional recognition by disseminating impactful studies. With rigorous editorial standards, IJOTM provides a credible avenue for authors, reviewers, and academics to contribute knowledge that advances theory, informs practice, and strengthens UTAMU's global presence in higher education and research.

5.4.2 International Conference on Technology and Management (IJOTM)

The International Conference on Technology and Management (ICTM) is UTAMU's flagship academic forum, designed to foster scholarly discourse, showcase innovative research, and strengthen collaboration between academia, industry, and policy. It provides a platform for authors, reviewers,

editors, participants, and organizing committees to present outputs that enhance institutional recognition and global visibility. The conference was held on 25th to 27th September 2025 for physical and virtual audience. The conference contributed the following:

5.5 University Linkages and Collaborations

Uganda Technology and Management University (UTAMU) continues to strengthen its national and international collaborations to support teaching and learning, research and innovation, community engagement, staff development, and institutional growth. The University has established formal partnerships through Memoranda of Understanding (MoUs), affiliations, and collaborative agreements with universities, research institutions, professional bodies, health institutions, and development partners.

UTAMU has established several academic collaborations with national and international institutions aimed at strengthening teaching, research, and knowledge exchange. These collaborations include partnerships with universities, research institutes, and professional bodies through formal Memoranda of Understanding (MoUs). Additional partnerships are being developed with international institutions to further support teaching, learning, and academic cooperation. The ongoing collaborations include:

- a) MOU between TESO Education Fund (TEF) and UTAMU, Signed on 15/11/2022
- b) MoU between UTAMU and Natural Chemotherapeutic Research Institute (NCRI), signed on 14/10/2022
- c) MOU between UTAMU and University of Liverpool, signed on 31/03/2022
- d) MOU between UTAMU and Buwambo Health centre IV, signed on 31/12/2023
- e) MOU Between UTAMU -MUST, signed on 27/04/2022
- f) UTAMU -MUST Affiliation for Running PhD programmes, approved by the NCHE on 7/09/2022
- g) MOU between UTAMU and Uganda Law Society, signed on 18/08/2025
- h) Deep Tech MOU-MOU between LWERA and UTAMU, signed on 23/08/2024
- i) MOU between UTAMU and UNITY University, signed on 24/6/2024
- j) MOU between UTAMU and MTAC, signed on 9/02/2022
- k) MOU between UTAMU and Infectious Disease Institute, signed on 7/6/2024
- l) St Georges College-IBANDA and UTAMU, signed on 2025

UTAMU has initiated relationships and is in the process of establishing collaboration with:

- a) The Centre for Teaching, Learning and Technology (CTLT) University of Northern British Columbia c/o Ben Daniel, PhD, SMIEEE Professor and Director
- b) Interdisciplinary Institute for Societal Computing, Saarland University
Saarland Informatics Campus Saarbrücken Germany c/o Dr. Vikram Cannanure
- c) Cultural and Creative Sectors and Industries, Lund University, Sweden c/o Charlotte Lorentz Hjorth
Heidelberg Centre for Cultural Heritage (Geschäftsführerin Heidelberg Zentrum Kulturelles Erbe),
Ruprecht-Karls-Universität Heidelberg, Germany. c/o Michaela Böttner

These partnerships provide opportunities for joint research, academic exchange, postgraduate training, professional development, innovation, and knowledge sharing, thereby enhancing the University's contribution to national, regional, and global development.

5.6 Membership and Affiliations

UTAMU actively engages in regional and international networks, including the Uganda Vice Chancellors Forum, AIB, EACO, RUFORUM, and IUCEA, with AAU membership pending. These affiliations enhance collaboration, research, innovation, and policy influence, strengthening UTAMU's role in higher education and sustainable development.

- **Uganda Vice Chancellors Forum:** UTAMU officially applied and joined the Vice Chancellor's Forum in 2015. The Uganda Vice Chancellors' Forum (UVCF) brings together Vice Chancellors

and heads of higher education institutions in Uganda to collaborate, share experiences, and address common challenges in the sector.

- **The Academy of International Business (AIB):** is the leading association of scholars and specialists in the field of international business. Established in 1959, today; AIB has 3413 members in 87 different countries around the world. The Academy has seventeen chapters established around the world to facilitate networking as well as the facilitation and exchange of knowledge at a more local level. UTAMU is a member of the African Chapter which was started in 2013.
- **Associate Member of the East African Communications Organization (EACO):** UTAMU was admitted as an Associate member of the East African Communications Organization (EACO). EACO is a regional organization that brings together national ICT regulators, operators, service providers (in telecommunication, broadcasting and postal sub-sector) ICT training institutions and other stakeholders in the telecommunication sector within Burundi, Kenya, Rwanda, Tanzania and Uganda.
- **UTAMU and RUFORUM:** UTAMU was officially approved as a full member of Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) on 1st July, 2016. RUFORUM is an international body that brings together several Universities across Africa to collaborate on numerous things including research, teaching, innovations and staff exchange.
- **UTAMU and IUCEA:** Uganda Technology and Management University was officially recognized as a member of Inter University Council for East Africa (IUCEA) in 2016. Inter-University Council for East Africa is an institution of the East African Community (EAC) responsible for the development and coordination of higher education systems and research in the Community.
- **UTAMU and AAU:** UTAMU has also applied for membership to the Association of African Universities (AAU). Its membership is currently pending approval by AAU General Meeting.

5.7 Community Engagement

In 2025, Uganda Technology and Management University (UTAMU) continued to strengthen community engagement by undertaking consultancies.

5.7.1 Maintenance and Support of the EAC Regional Consumer Price Index (CPI) Software

UTAMU, through its associated consultancy team, successfully provided maintenance and technical support services for the Fully Compatible East African Community (EAC) Regional Consumer Price Index (CPI) Software under Contract No. EAC/SRVCS/24-25/013. The project supported Partner States in system setup, software updates, troubleshooting, data management, and technical support to ensure seamless operation of the regional CPI system. The project was implemented from April 2025 to April 2026 with a contract value of USD 100,100. This engagement strengthened UTAMU's contribution to regional statistical systems and digital transformation initiatives within the East African Community. The Team Leader of this consultancy assignment was Prof. Venansius Baryamureeba.

5.7.2 Comparative Assessment of ICT Professional Regulation in East Africa

During 2025, UTAMU participated in a consultancy assignment funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to conduct a comparative assessment of competent authorities responsible for the classification and registration of ICT-related professions across East African Community Partner States. The assignment involved profiling ICT professionals, analysing policy and regulatory frameworks, assessing labour market dynamics, and developing policy

recommendations to facilitate harmonisation and cross-border mobility of ICT professionals. The consultancy was completed between July and November 2025 at a contract value of UGX 97,054,063. The Team Leader of this consultancy assignment was Prof. Venansius Baryamureeba.

5.7.3 Development of Kampala Capital City Strategic Plan 2025/26–2029/30

UTAMU contributed to the development of the Kampala Capital City Authority (KCCA) Strategic Plan 2025/26–2029/30 and corresponding Division Strategic Plans. The assignment included conducting an end-term evaluation of the previous strategic plan, stakeholder consultations, preparation of five divisional plans, and development of a web-based institutional performance dashboard. The project was implemented between May and July 2025 with a contract value of UGX 500 million and demonstrates UTAMU's growing capacity in strategic planning, governance, monitoring and evaluation, and digital transformation. The Team Leader of this consultancy assignment was Prof. Venansius Baryamureeba.

5.7.4 Development and validation of the East African Community Data Governance Policy Framework

UTAMU supported the East African Community through the development and validation of a regional Data Governance Policy Framework under a GIZ-supported initiative. The project involved preparation of multiple policy drafts, stakeholder consultations, and validation workshops culminating in the final policy framework for adoption by the East African Community. The consultancy, valued at UGX 94,422,528, strengthened UTAMU's regional footprint in digital governance and policy development. The Team Leader of this consultancy assignment was Prof. Venansius Baryamureeba.

5.7.5 Development of Phase II of the EAC Buyer-Seller Platform

UTAMU participated in the development of Phase II of the East African Community Buyer-Seller Platform, a regional digital marketplace designed to enhance intra-EAC trade, improve market access for locally produced goods, facilitate business-to-business linkages, and promote regional value chains. The project, valued at USD 90,000, was implemented between November 2024 and October 2025 and contributes significantly to regional economic integration and digital commerce. The Team Leader of this consultancy assignment was Prof. Venansius Baryamureeba.

5.7.6 War Child Canada Education Project

UTAMU partnered with War Child Canada in implementing programmes aimed at improving educational access, skills development, and socio-economic resilience among vulnerable populations, particularly refugees, youth, and host communities. The project contributed to strengthening research, community engagement, and evidence-based interventions in education and social development. The project was coordinated by Prof. Zake and involved collaboration with national and international stakeholders.

5.7.7 Infectious Diseases Institute (IDI) Collaborative Projects

UTAMU continued its collaboration with the Infectious Diseases Institute (IDI) through a number of research and capacity-building initiatives focusing on public health, digital health systems, data management, monitoring and evaluation, and institutional strengthening. These projects enhanced research capacity among staff and students while contributing to national development priorities in health and technology. The projects were coordinated by Prof. Jjunju and involved multidisciplinary

teams from the University.

5.8 Emerging and Prospective International Collaborations

UTAMU is actively engaging with leading global institutions to expand its international footprint:

- University of Northern British Columbia – Centre for Teaching, Learning and Technology (CTLT)
- Saarland University – Interdisciplinary Institute for Societal Computing
- Lund University – Cultural and Creative Industries
- Heidelberg University – Cultural Heritage and interdisciplinary research

UTAMU's growing network of collaborations demonstrates a strategic commitment to building a globally connected, research-driven, and industry-responsive university. These partnerships position the University to enhance its academic competitiveness, innovation capacity, and societal impact.

6.0 ACADEMIC PROGRAMME ACCREDITATION AND GRADUATION

In execution of its core mandate of teaching, research, and community engagement, Uganda Technology and Management University (UTAMU) conducted accredited programmes, held a graduation ceremony, held guild elections, and undertook consultancy assignments. These activities were critical towards harnessing innovation, student engagement, and community service, fostering excellence, leadership, and national development.

6.1 Programme Accreditation

The management of UTAMU diligently ensured that all the university's programs underwent the necessary accreditation process mandated by the law, as regulated by the National Council for Higher Education (NCHE). As a result, all academic and professional programmes running at UTAMU are accredited by the National Council for Higher Education.

This dedication to accreditation demonstrates UTAMU's adherence to regulatory protocols and its commitment to providing education of the highest standard to its students. By referring to the link provided below, you can access the NCHE website, which provides a comprehensive list of the active programs offered by UTAMU. Re-accreditation of 21 programmes by National Council for higher Education (NCHE) was done. [Link: https://unche.or.ug/institution/uganda-technology-and-management-university-utamu/](https://unche.or.ug/institution/uganda-technology-and-management-university-utamu/)



6.2 The Graduation Ceremony

Uganda Technology and Management University (UTAMU) held its **10th Graduation Ceremony** on **Friday, 21st November 2025**, at the **Kungu Campus**, presided over by **Chancellor Dr. Patrick Bitature**. In his capacity, he conferred degrees and academic distinctions upon graduates, marking a decade of academic excellence and professional growth.

UTAMU continues to advance training through its diverse programs, enrolling **357 students** with the **Business School** leading at **74.8% (267 students)** and the **School of Technology, Computing & Engineering** contributing **25.2% (90 students)**. The university's gender distribution of **241 male** and **116 female** students reflects its commitment to inclusive education and capacity building in technology and management disciplines. Figure 9 below provides the distribution list of graduates in 2025.

UTAMU Student Distribution

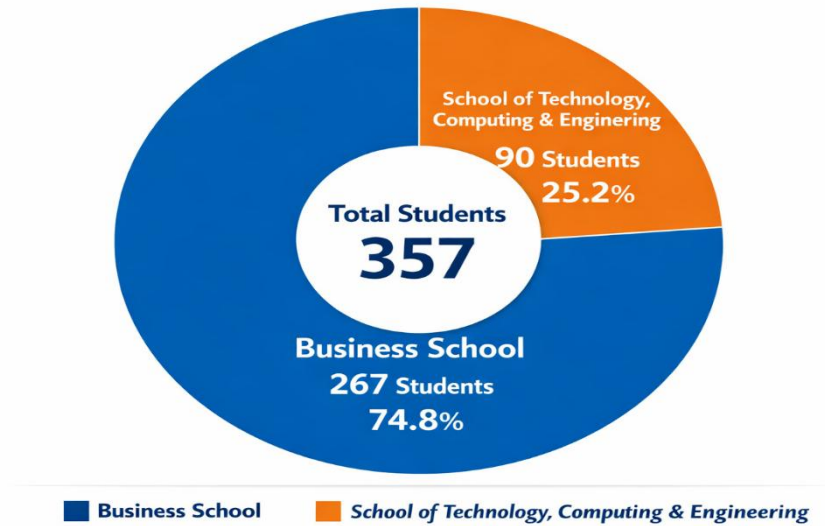


Figure 9: The Distribution of Graduates in 2025

7.0 UTAMU AUDIT REPORT FOR ACCOUNTS 31ST DECEMBER 2025

In line with principles of ethical management, Uganda Technology and Management University (UTAMU) conducts mandatory audits to strengthen operations. Reporting is guided by accountability, transparency, compliance, and integrity. Audited accounts confirmed sound financial management, statutory compliance, and effective controls, with revenues from tuition and grants, expenditures on academics, staff, and infrastructure, plus recommendations to improve procurement and asset management.

Overall, the final accounts highlights UTAMU, maintains functional, **internal controls** and reporting systems **needs strengthening** to ensure accountability, compliance, and efficiency.

REPORT OF THE UNIVERSITY COUNCIL

The University Council presents this report together with the audited financial statements of Uganda Technology and Management University (UTAMU) for the year ended 31 December 2025.

1. INTRODUCTION

1.1. Background

Uganda Technology and Management University (UTAMU) was granted a provisional license by the National Council for Higher Education (NCHE) on 11th March 2013 (License No. UIPL022), and its name and particulars were published in the Uganda Gazette Vol. CVI No. 14 of 22nd March 2013 under Legal Notice No. 4 of 2013.

The University was established to make a difference in the training of Technology and Management Professionals across the globe. Thus, the University has positioned itself as a high-quality education and research global institution. Furthermore, the University has positioned itself to undertake consultancy, knowledge and technology transfer partnerships and business incubation.

Uganda Technology and Management University (UTAMU) is committed to the provision of quality, relevant, inclusive, and innovative teaching and learning that responds to the needs of learners, industry, society, and national development priorities. This Teaching and Learning Policy establish a coherent institutional framework to guide teaching and learning practices across all academic programmes and modes of delivery at UTAMU.

In line with Section 104(e) and Section 107 of the Universities and Other Tertiary Institutions Act, Cap 262, the governance of UTAMU has been provided for under both a Board of Directors and a University Council where the University Council is responsible to the Board of Directors. The University management is responsible to the University Council for the day-to-day management of the University. The powers and duties of the Board of Directors and University Council have been specified in this Statute in accordance with the UTAMU Charter. Section 108 (1) of the Universities and Other Tertiary Institutions Act, Cap 262 provides that a Private University shall have a supreme academic body, whose composition, functions and powers shall be specified in its Charter. The UTAMU Charter provides for the University Senate as the Academic Body of the University where the University Senate is responsible to the University Council.

1.2. UTAMU Vision, Mission, Core Functions and Values

- (i) UTAMU Vision. A global educational institution of excellence in management, science, technology and innovation.
- (ii) UTAMU Mission. To provide global quality Education, Research and Innovation critical to economic and human development.

2.13. University Council's Statement of Internal Control

The Council of UTAMU bears overall responsibility, on behalf of Management, for establishing, maintaining, and overseeing an effective system of internal control within the institution. This responsibility is exercised in line with internationally recognized principles of good governance and financial management, including guidance issued by the International Federation of Accountants.

The system of internal control is designed to provide reasonable assurance that the University achieves its strategic, operational, financial, and compliance objectives. It aims to safeguard institutional assets, ensure the accuracy and reliability of financial and operational information, support efficient and effective operations, and ensure compliance with applicable laws, regulations, and internal policies.

In discharging its responsibilities, the University Council delegates the day-to-day implementation and operation of internal controls to management, led by the Vice Chancellor and supported by the senior management team. Management is responsible for designing and implementing appropriate control systems, including clearly defined organizational structures, segregation of duties, documented procedures, and effective information systems. These controls extend across key functional areas, including finance, procurement, academic administration, and information technology.

The University maintains a risk-based approach to internal control, whereby significant risks are identified, assessed, and managed through appropriate mitigation measures. This process is supported by regular management reviews, internal audit activities, and oversight by the Council's Audit and Risk Committee. The internal audit function provides independent assurance on the adequacy and effectiveness of internal controls and reports its findings to both management and the Council.

The Council recognizes that any system of internal control has inherent limitations and may not prevent or detect all errors, irregularities, or instances of fraud. Accordingly, the system is designed to provide reasonable, but not absolute, assurance that risks are managed within acceptable levels. Continuous monitoring and improvement of the control environment are undertaken to respond to evolving risks and institutional needs.

Based on the information and assurances provided by Management, internal audit reports, and the work of the Audit and Risk Committee, the University Council is satisfied that the system of internal control was in place during the financial year was adequate and effective in supporting the preparation of reliable financial statements and in safeguarding the University's resources.

Chairperson, University Council of UTAMU

Date:

10 July 2026



Statement of University Council Responsibility

The Board of Directors is the supreme decision-making organ of the university. The University Council is responsible to the Board of Directors. The University Council shall be responsible for policy formulation as well as directing the academic, administration and financial affairs of the University. Thus the university Council is responsible for administration and management of the affairs of the university and is required to present audited financial statements for each financial year.

These financial statements prepared through management are supposed to give a true and fair view of the state of affairs of the University and of the surplus or deficit and cash flow statement for that year. The Council is responsible for ensuring that proper accounting records are kept which disclose with reasonable accuracy at any time the financial position of the university and enable it to ensure that the financial statements are prepared in accordance with International Financial Reporting Standards, the universities and other tertiary institutions Act, Cap 262 and the Companies Act, Cap 106 and all other relevant accounting Standards.

In causing the financial statements to be prepared the Council has to ensure that:

- a) The most appropriate accounting policies are selected, applied consistently and regularly reviewed
- b) The most appropriate estimation techniques are used
- c) Applicable accounting standards have been followed subject to any material departure disclosed and explained in the financial statements
- d) Financial statements are prepared on the going concern basis unless it is inappropriate to presume that the University will continue in operation.

Council has taken reasonable steps to:

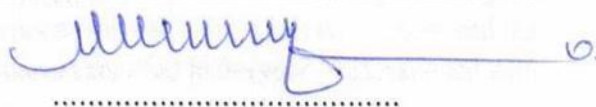
- a) Ensure that funds from promoters/proprietors are used only for the purposes for which they have been given and any other conditions which they may from time to time prescribe.
- b) Ensure that there are appropriate financial and management controls in place to safeguard funds from other sources.
- c) Safeguard the assets of the University and prevent and detect fraud.
- d) Secure the economic efficient and effective management of the university's resources and expenditures.

Council recognizes its responsibility for the maintenance and integrity of the University's website when publishing financial statements and other information through the medium.

Council has assessed the University's ability to continue as a going concern and have no reason to believe the institution will not be a going concern for at least the next twelve months from the date of this statement.



The Chairperson Board of Directors



Chairperson University Council

Date: 10 July 2026

3.0 Vice Chancellor's Report

3.1. Introduction

I have the honour to submit the audited financial statements of the University for the year ended 31st December 2025. The accompanying financial statements, comprising statement of financial position, the statement of comprehensive income and expenditure, the statement of changes in net assets, cash flow statement, and the notes therein have been prepared in conformity with applicable accounting standards, together they represent the University's financial position for the year then ended.

The statements have been subjected to an independent External Audit by Rona and Partners CPA, whose report is attached herein. The Auditors have expressed unqualified opinion on the financial statements. Where applicable, management has provided responses to the audit findings and instituted corrective measures to strengthen internal controls.

While the University continues to consolidate its strategic priorities outlined in the Strategic Plan (2022 – 2023), it operated with a constrained fiscal environment characterised by heavy reliance on the students' fees as the primary source of income, high interest rates on loans and the clearing of statutory obligations backlog. Despite the constraints the University demonstrated resilience and maintained relative financial stability. Growth in revenue, coupled with prudent expenditure management, enabled continued investment in programs, facilities, and the overall student experience. Going forward, the University continues to focus on its strategic objectives under its core mandate of teaching and learning, research and innovation and Community service. By strengthening investments in critical areas like infrastructure and human resource development.

3.2 Financial Overview

3.2.1 Income and Expenditure

Revenue rose from Ugx 2.373 billion in 2024 to 2.807 billion in 2025 reflecting 18% rise, while expenditure increased by 6% from 2.676 billion to 2.849 billion.

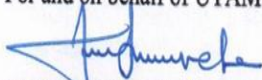
Despite higher spending, financial performance improved, with the net deficit significantly reduced from 302 million to 47 million. This improvement was mainly driven by increased fee income (378 million) because of an increase in students enrolled in the year 2025, coupled with improved financial controls and governance.

Concluding Remarks

Overall, the financial statements of the University for the year ended 31st December 2025 provide a comprehensive overview of the University's financial performance. While the University has made significant progress, challenges associated to high-interest loans and fewer than the ideal student numbers and diversification of revenue sources remain significant areas of focus.

As UTAMU continues to grow, it is crucial to maintain academic standards, financial discipline, strengthen internal controls, and ensure compliance with statutory and other obligations.

For and on behalf of UTAMU Management,



Professor Michael Okoche
VICE CHANCELLOR

10 July 2026



Delight House, Naalya
Next to Mogas Petrol Station, Naalya
Apartment No. DH 4-4

RONA & PARTNERS

Certified Public Accountants
P. O. Box 30419 Kampala
Mob: +256 772 462 875
+256 704 462 875
Email:ronapartners@gmail.com

REPORT OF THE INDEPENDENT AUDITORS

TO THE MEMBERS OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY (UTAMU)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Uganda Technology and Management University (UTAMU) (the "Company"), set out on pages 15 to 35 which comprise statement of profit or loss, the statement of financial position as at 31st December 2025 and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of UTAMU 31st December 2025, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) and the Companies Act of Uganda 2012.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Uganda, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Uganda Technology and Management University (UTAMU)
Annual Report and Audited Financial Statements
For the year ended 31st December 2025
REPORT OF THE INDEPENDENT AUDITORS

**TO THE MEMBERS OF UGANDA TECHNOLOGY AND MANAGEMENT
UNIVERSITY (UTAMU)**

Report on the Audit of the Financial Statements

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current year. These matters were addressed in the context of our audit of the financial statements taken as a whole, and in forming our opinion thereon, we do provide a separate opinion on these matters:

Other information

The directors are responsible for the other information. The other information comprises the Annual Report. The other information does not include the financial statements and our auditors' report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is no material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.

TO THE MEMBERS OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY (UTAMU)

Responsibilities of Council for the audit of the financial Statements

The council is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and the Companies Act of Uganda, and for such internal control as the council determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of Council for the audit of the financial Statements (Continued)

In preparing the financial statements, the council is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit.

We as part of ISA 700 also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

REPORT OF THE INDEPENDENT AUDITORS

TO THE MEMBERS OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY (UTAMU)

Report on the Audit of the Financial Statements

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists we are required to draw attention in our auditors' report to the related disclosures in the financial statements or if such disclosures are inadequate to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the council with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and here applicable related safeguards. From the matters communicated with council, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters.

We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT OF THE INDEPENDENT AUDITORS

TO THE MEMBERS OF UNIVERSAL TECHNOLOGY AND MANAGEMENT UNIVERSITY (UTAMU)

Report on the Audit of the Financial Statements

Report on Other Legal and Regulatory Requirements

As required by the Companies Act, 2012 of Uganda we report to you, based on our audit, that:

- i. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of our audit;
- ii. In our opinion, proper books of account have been kept by the Company, so far as appears from our examination of those books; and
- iii. The statements of financial position and profit or loss are in agreement with the books of account.

The engagement partner on the audit resulting in this independent auditors' report is
CPA Rosemary Owino P0048



RONA & Partners (Firm Number AF0046)
Certified Public Accountants
Delight House Naalya
Next to Mogas Petrol Station Naalya
P.O. Box 30419
Kampala, Uganda

Date: 14th July 2026



Uganda Technology and Management University (UTAMU)
Annual Report and Audited Financial Statements
For the year ended 31st December 2025

STATEMENT OF PROFIT OR LOSS			
FOR THE YEAR ENDED 31ST DECEMBER 2025			
	Note	2025	2024
		Ushs	Ushs
INCOME	5		
Fees	5.1	2,696,109,842	2,317,488,578
Other income	5.2	110,916,100	56,085,361
Total income		<u>2,807,025,942</u>	<u>2,373,573,938</u>
EXPENDITURE	6		
Salaries and wages	6.1	1,893,114,669	1,676,290,680
Operating expenses	6.2	478,044,907	501,898,088
Other operating expenses	6.3	217,632,845	212,240,698
Depreciation and amortization	6.4	115,986,121	143,481,299
Finance cost	6.5	149,897,182	142,067,709
Total expenditure		<u>2,854,675,724</u>	<u>2,675,978,476</u>
Loss for the year		<u>(47,649,782)</u>	<u>(302,404,538)</u>

Report of the independent auditors is on page 9 to 13
The notes on pages 14 to 17 form an integral part of these financial statements.

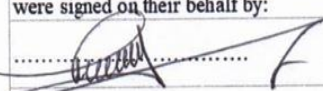
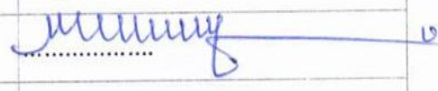
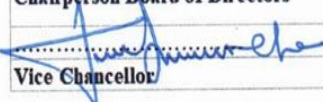
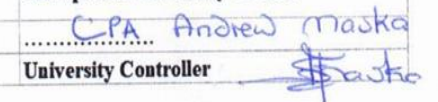
Uganda Technology and Management University (UTAMU)
Annual Report and Audited Financial Statements
For the year ended 31st December 2025

STATEMENT OF FINANCIAL POSITION
AS AT 31ST DECEMBER 2025

	Note	2025 UShs	2024 UShs
Non - Current Assets			
Property and equipment	7.1	1,364,527,104	1,414,264,153
Lease property	7.2	596,826,637	610,544,795
Intangible assets	7.3	-	4,752,524
		<u>1,961,353,741</u>	<u>2,029,561,472</u>
Current Assets			
Trade and other receivables	7.4	713,891,270	538,588,598
Cash and bank	7.5	28,425,054	49,486,666
		<u>742,316,324</u>	<u>588,075,264</u>
Total Assets		<u>2,703,670,065</u>	<u>2,617,636,736</u>
Equity and Liabilities			
Equity			
Share capital	7.6	174,043,557	174,043,557
Share premium	7.7	1,930,713,123	1,930,713,123
Accumulated deficit	SOE	<u>(2,572,293,297)</u>	<u>(2,524,643,515)</u>
		<u>(467,536,617)</u>	<u>(419,886,835)</u>
Long-term Liabilities			
Bank loan	7.8	457,162,464	504,877,910
Lease liability	7.2	275,200,000	281,600,000
		<u>732,362,464</u>	<u>786,477,910</u>
Current Liabilities			
Trade and other payables	7.9	2,059,380,720	1,823,599,311
Borrowings	7.8	225,719,422	240,719,422
Lease liability	7.2	35,400,000	29,000,000
Deferred income	7.10	118,344,076	157,726,928
		<u>2,438,844,218</u>	<u>2,251,045,661</u>
Total Equity and Liabilities		<u>2,703,670,065</u>	<u>2,617,636,736</u>

Report of the independent auditors is on page 9 to 13.

The notes on pages 14 to 17 form an integral part of these financial statements.

The financial statements which appear on pages 14 to 17 were approved and authorized by	
the Board members on the <u>19th</u> day of <u>July</u> 2026	
were signed on their behalf by:	
	
Chairperson Board of Directors	Chairperson University Council
	
Vice Chancellor	University Controller

Uganda Technology and Management University (UTAMU)
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Uganda Technology and Management University (UTAMU)
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STATEMENT OF CHANGES IN EQUITY				
FOR THE YEAR ENDED 31ST DECEMBER 2025				
	Share capital	Share premium	Retained earnings	Total
	Shs	Shs	Shs	Shs
At 1 January 2024	164,043,557	1,840,713,123	(2,156,148,968)	(151,392,288)
Sale of shares	10,000,000	90,000,000	-	100,000,000
Prior year adjustment	-	-	(66,090,009)	(66,090,009)
(Loss) for the year	-	-	(302,404,538)	(302,404,538)
As at 31st December 2024	174,043,557	1,930,713,123	(2,524,643,515)	(419,886,835)
At 1st January 2025	174,043,557	1,930,713,123	(2,524,643,515)	(419,886,835)
(Loss) for the year	-	-	(47,649,782)	(47,649,782)
As at 31 December 2025	174,043,557	1,930,713,123	(2,572,293,297)	(467,536,617)

The financial statements which appear on pages 14 to 17 were approved and authorized by

the Board members on the 10th day of July 2026
were signed on their behalf by:

Chairperson Board of Directors

Vice Chancellor

Chairperson University Council

University Controller

Report of the independent auditors is on page 9 to 13.
The notes on pages 14 to 17 form an integral part of these financial statements.

Uganda Technology and Management University (UTAMU)
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CASH FLOW STATEMENT				
FOR THE YEAR ENDED 31ST DECEMBER 2025				
	Note	2025		2024
		Ushs		Ushs
Cash flows from operating activities				
Loss for the year		(47,649,782)		(302,404,538)
Provision for doubtful debts				
Depreciation		97,515,440		114,791,847
Amortisation		18,470,681		28,689,452
Operating activities before changes in working capital		68,336,339		(158,923,239)
Changes in receivables and prepayments		(175,302,672)		(180,263,943)
Changes in payables and accruals		187,798,557		450,376,991
Lease payable		-		6,400,000
Net cash flows from operating activities		80,832,224		117,589,809
Cash flows from investing activities				
Purchase of an intangible asset		-		(4,317,365)
Purchase of fixed assets		(47,778,390)		(144,483,000)
Net cash flows from investing activities		(47,778,390)		(148,800,365)
Cash flows from financing activities				
Lease		-		(6,400,000)
Proceeds from issues of shares		-		100,000,000
Borrowing principal		(47,715,446)		(38,292,007)
Net Cash flows from financing activities		(47,715,446)		55,307,993
Net increase in cash and cash equivalent		(21,061,613)		24,097,438
Cash and cash equivalent brought forward		49,486,667		25,389,229
Cash and cash equivalent at the end of the period	7.5	28,425,054		49,486,667

Report of the independent auditors is on page 9 to 13.
The notes on pages 14 to 34 form an integral part of these financial statements.

1. Accounting entity

Universal Technology and Management University (UTAMU) is incorporated in the Republic of Uganda under the Companies Act 2012. In accordance with Section 96 of the University and Tertiary Act 2001 and subsequent amendments and in accordance with the National Council of Higher Education statutory instrument Number 80 of 2005. At its 27th meeting held on the 11th March 2013 granted a university lease No UIPL022 to Universal Technology and Management University (UTAMU) to operate as a university in the Republic of Uganda. UTAMU was gazetted in the Uganda Gazette Vol. CVI N0 14 of 22nd March 2013, Legal Notice No. 14 of 2013.

2. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.:

a) Basis of preparation

The financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS). The measurement basis applied is the historical cost basis, except where otherwise stated in the accounting policies below. The financial statements are presented in Uganda Shillings (Ushs).

These financial statements comply with the requirements of the Ugandan Companies Act, 2012 ("the Act"). The 'statement of profit or loss and other income represents the profit and loss account referred to in the Act. The statement of financial position represents the balance sheet referred to in the Act.

b) Going concern

The financial position of the company is set out in the statement of financial position. Disclosures in respect of risk management are set out in note 4. Based on the financial performance and position of the company and its risk management policies, the directors are of the opinion that the company is well placed to continue in business for the foreseeable future and as a result the financial statements are prepared on a going - concern basis.

c) Revenue recognition

Revenue comprises tuition income and other student related fees from the provision of higher Education. This includes diplomas, certificates, bachelors, masters, PhDs and research study programmes.

Notes to the financial statements (Cont'd)

Sales of services

Revenue from the sale of services is recognised when the education services are offered at which time all the following conditions are satisfied:

- the University has transferred to the student the significant risks and rewards of ownership of the services;
- the University retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the services offered;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the university, and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Sales of services are recognised in the period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a percentage of the total services to be provided.

d) Property, Plant and equipment

Land, buildings and machinery are shown at fair value, based on valuations by external independent valuers, less subsequent depreciation for buildings and machinery. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount.

All the other equipment is initially recorded at cost and thereafter stated at historical cost less depreciation. Historical cost comprises expenditure initially incurred to bring the asset to its location and condition ready for its intended use.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost can be reliably measured. The carrying amount of the replaced part is derecognized. All other repairs and maintenance are charged to the statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

Notes to the financial statements (Cont'd)

d) Property and equipment (Cont'd)

Capital work in progress is not depreciated.

Depreciation is calculated on a reducing line basis to write down the cost of each asset, to its residual value over its estimated useful life using the following annual rates:

	<u>Rate %</u>
Buildings	4.0
Motor vehicles	20.0
Computers and installations	33.3
Furniture and fittings	20.0
Equipment	20.0
Books and special collections	20.0

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Gains and losses on disposal of property and equipment are determined by comparing proceeds with the carrying amount and are included in the statement of the statement of profit or loss and other income.

e) Translation of foreign currencies

a) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Uganda Shillings in thousands (Ushs) which is the University's functional currency.

f) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuations where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of profit or loss and other comprehensive income.

g) Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on a weighted average basis. The University's inventories are in form of materials and supplies to be consumed in the process of rendering services.

Notes to the financial statements (Cont'd)

h) Financial instruments

(i) Classification

All financial assets of the University are classified as financial assets at fair value through profit or loss, held to maturity investments, available for sale financial assets and loans and receivables; based on the purpose for which the financial assets were acquired. The Governing Council determines the classification of the financial assets at initial recognition.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

(ii) Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date, i.e. the date on which the University commits to purchase or sell the asset. Loans and receivables are initially recognised at fair value plus transaction costs and subsequently carried at amortised cost using the effective interest method.

(iii) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

(iv) Impairment

Assets carried at amortised cost

The University assesses at the end of each reporting period whether there is objective evidence that a financial asset or University of financial assets is impaired. A financial asset or a university of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or University of financial assets that can be reliably estimated.

Evidence of impairment may include indications that the debtors or a university of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate.

Notes to the financial statements (Cont'd)

(v) Impairment

a) Assets carried at amortised cost (Cont'd)

The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in profit or loss and other comprehensive income.

B) Assets classified as available for sale

The University assesses at the end of each reporting period whether there is objective evidence that a financial asset or a university of financial assets is impaired.

For debt securities, if any such evidence exists the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of profit or loss and other comprehensive income – is removed from equity and recognised in the statement of profit or loss and other comprehensive income. If, in a subsequent period, the fair value of a debt instrument classified as available for sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the statement of profit or loss and other comprehensive income, the impairment loss is reversed through the statement of the statement of profit or loss and other comprehensive income and other comprehensive income.

For equity investments, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the statement of profit or loss and other comprehensive income – is removed from equity and recognised in the statement of profit or loss and other comprehensive income. Impairment losses recognised in the statement of the statement of profit or loss and other comprehensive income and other comprehensive income on equity instruments are not reversed through the statement of the statement of profit or loss and other comprehensive income and other comprehensive income.

Notes to the financial statements (Cont'd)

h) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A

provision for impairment of trade receivables is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of provision is recognized in the statement of profit or loss.

i) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

j) Share capital

Uganda Technology and Management University is an entity incorporated in the Republic of Uganda under the Ugandan Companies Act.

k) Taxation

The University is not exempt from paying income tax in accordance with Income Tax Act Cap 340 and the Universities and other Tertiary Institutions Act.

l) Retirement benefit obligations

NSSF National Social Security Fund, this a mandatory scheme to which employees contribute before reaching the age of 55 years. Every month, the University contributes 10% of the employees' salary in addition to the employees' contribution of 5%.

m) Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

3. Critical accounting estimates and judgments

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Notes to the financial statements (Cont'd)

i) Critical judgments in applying the University's accounting policies

In the process of applying the University's accounting policies, management has made judgments in determining:

- whether assets are impaired;

- the useful lives of, or expected pattern of consumption of the future economic benefits embodied depreciable assets;
- provision for bad and doubtful debts; □ □ the fair value of financial liabilities.

4. Financial risk management

The University's activities expose it to a variety of financial risks including foreign exchange risk, credit risk and liquidity risk.

The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the University's financial performance.

A description of the significant risk factors is given below together with the risk management policies applicable.

a) Market risk

Market risk is the risk that the fair value or future cash flows of the financial statements will fluctuate due to changes in market variables such as interest rates and foreign exchange rates.

The University is only affected by changes in foreign currency which are limited to grant income received from the project funds and tuition fees for international students. The foreign exchange risk is managed by maintaining the receipt on US dollar accounts.

i) foreign exchange risk

The University is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar. Foreign exchange risk arises from future commercial transactions, and recognised assets and liabilities.

ii) Price risk

Price risk arises from a decline in the value of a security or a portfolio that can be minimized through diversification.

The University does hold financial instruments with Stanbic Bank Uganda Limited, Uganda Clays Limited and Safaricom Public Limited Company and Pax Insurance Company Limited subject that are price risk.

iii) Interest rate risk

The University's interest rate risk arises from the amounts due to related parties whose rates are fixed. Management considers the interest rate risk arising from these instruments to be minimal.

Notes to the financial statements (Cont'd)

b) Credit risk

The University's credit risk arises from cash and cash equivalents, deposits with banks as well as trade and other receivables. **Liquidity risk** Liquidity risk is that the University will not be able to meet its financial obligations as they fall due. Prudent liquidity risk

management includes maintaining sufficient cash balances, and the availability of funding from an adequate amount of committed credit facilities

Due to the dynamic nature of the underlying businesses, the University's management maintains flexibility in funding by maintaining availability under committed credit lines.

Capital risk management

The University's objectives when managing capital are:

- to safeguard the University's ability to continue as a going concern, so that it can continue to provide benefit for other stakeholders.

The University sets the amount of capital in proportion to risk. The University manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the University may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

The University monitors capital on the basis of the debt-to-adjusted capital ratio. This ratio is calculated as net debt adjusted capital. Net debt is calculated as total debt (as shown in the statement of financial position) less cash and cash equivalents. Adjusted capital comprises all components of equity (i.e. share capital, retained earnings, and proposed dividends).

The University's borrowings only include the amounts due to the financial institutions.

c) Liquidity risk continued)

Fair value estimation

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the University for similar financial.

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Notes to the financial statements (Cont'd)

5. Income	2025		2024
5.1 Student fees	2,412,105,240		2,074,887,580
5.2 Other fees	187,224,876		145,325,978
	<u>2,599,330,116</u>		<u>2,220,213,558</u>
5.3 Short courses			
Community engagement	-		2,660,000
Short courses - Other	38,500,015		16,690,006
	<u>38,500,015</u>		<u>19,350,006</u>
5.4 Income from projects	58,279,711		74,700,000
5.5 Other Income	110,916,100		59,310,374
Total	<u>2,807,025,942</u>		<u>2,373,573,938</u>

6. Expenditure			
6.1 Staff Salaries and wages	2025		2024
	Shs		Shs
Staff salaries Full time staff	1,651,650,489		1,400,230,000
Staff and Students welfare	35,543,532		31,290,100
NSSF Employer Contribution 10%	165,165,048		140,023,000
Training	650,100		500,000
Other staff expenses	14,987,500		23,184,000
Staff recruitment	-		-
	<u>1,867,996,669</u>		<u>1,595,227,100</u>
Part time staff	25,118,000		81,063,580
	<u>25,118,000</u>		<u>81,063,580</u>
Total	<u>1,893,114,669</u>		<u>1,676,290,680</u>

Notes to the financial statements (Cont'd)

6.2 Operating expenses	2025 Shs	2024 Shs
Travel expense	11,291,546	10,537,619
Office security	34,066,800	37,395,900
Office utilities	33,118,683	31,447,437
Meetings	24,488,030	11,328,140
Printing and stationary	56,749,880	20,179,978
Communication	7,437,000	1,355,000
Advertising and marketing	45,610,659	22,697,857
Subscription	2,795,000	13,892,750
Repairs and maintenance	21,267,867	7,889,760
Other expenses	-	2,790,000
Insurance expense	-	1,315,136
Rent expense	47,115,360	45,057,320
Workshop expenses	2,933,500	-
Guild expenses	4,085,000	1,650,000
Utamu Council retainer fees	25,820,340	8,358,086
BOD retainer fees	75,050,000	144,137,116
Professional fees	14,160,000	14,160,000
Examinations	10,350,000	15,364,000
Policy and curriculum review	14,653,297	-
Governance	12,152,830	12,471,431
Library services	250,000	612,500
Charter application	5,000,000	3,200,000
ERP Systems	5,350,000	-
Computer accessories	10,418,000	82,691,029
Lega and professional fees	13,881,115	13,367,029
Total	478,044,907	501,898,088

Shs

Shs

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6.3 Other operating expenses	2025	2024
Community engagement expenses	6,630,000	1,350,000
Project Expenses	49,549,621	86,180,957
Short course expenses	4,500,000	1,200,000
Internet expenses	109,315,835	92,057,470
Graduate Supervision expenses	6,934,000	-
Graduation expenses	33,156,150	29,082,000
Academic Certificate Verification	73,000	900,000
Other Operating expenses -Others	6,948,890	1,236,000
Other expenses-exchange loss	525,349	149,708
Total	<u>217,632,845</u>	<u>212,240,698</u>

6.4. Depreciation and Amortization			
Depreciation	97,515,440		114,791,847
Amortization	18,470,681		28,689,452
Total	<u>115,986,121</u>		<u>143,481,299</u>
6.5 Finance cost			
Bank Service Charges	26,735,379		12,058,167
Interest paid on borrowing	123,161,803		130,009,542
	<u>149,897,182</u>		<u>142,067,709</u>

Notes to the financial statements (Cont'd)

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7.1 Property, plant and equipment								
For the year ended 31 December 2025								
	Buildings	Work in progress	Motor cycle	Computer & accessories	Furniture & fittings	Equipment	Library books	Total
	UShs	UShs	UShs	UShs	UShs	UShs	UShs	UShs
Cost								
As at 1 January.2025	1,246,754,798	-	5,230,000	207,873,093	264,764,297	103,267,764	20,361,440	1,848,251,392
Additions during the year	-	11,000,000	-	22,207,600	1,000,000		13,570,790	47,778,390
At 31 December 2025	1,246,754,798	11,000,000	5,230,000	230,080,693	265,764,297	103,267,764	33,932,230	1,896,029,782
Accumulated depreciation								
As at 1 January.2025	49,870,192	-	2,552,240	164,264,264	148,021,577	64,358,927	4,920,038	433,987,238
Charge for the year	47,875,384	-	535,552	14,390,912	23,348,544	7,781,768	3,583,280	97,515,440
At 31 December 2025	97,745,576	-	3,087,792	178,655,176	171,370,121	72,140,695	8,503,318	531,502,678
Net Book Value								
At 31 December 2025	1,149,009,222	11,000,000	2,142,208	51,425,517	94,394,176	31,127,069	25,428,912	1,364,527,104
At 31 December 2024	1,196,884,606	-	2,677,760	43,608,829	116,742,720	38,908,837	15,441,402	1,414,264,154

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Notes to the financial statements (Cont'd)

7.2 Lease Property			
(a) Right of Use asset	2025		2024
	UShs		UShs
As at 1st January 2025	672,016,000		672,016,000
Additions during the year	-		-
At 31 December 2025	672,016,000		672,016,000
Accumulated Amortization			
As at 1st January 2025	61,471,206		47,753,049
Charge for the year	13,718,157		13,718,157
At 31 December 2025	75,189,363		61,471,206
Closing balance	596,826,637		610,544,794
(b) Lease liability			
Annual premium payable over 49 years (lease liability) effective 05th June 2020 when permission to use the land was issued.			
As at 1st January	310,600,000		310,600,000
Split as follows			
Long term lease liability	275,200,000		281,600,000
Short term lease liability	35,400,000		29,000,000
Total lease liability	310,600,000		310,600,000

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Notes to the financial statements (Cont'd)

7.3 Intangible Assets		
	2025	2024
	UShs	UShs
Cost		
As at 1 January.2025	44,913,885	40,596,520
Additions during the year	-	4,317,365
	<u>44,913,885</u>	<u>44,913,885</u>
Accumulated Amortization		
As at 1 January.2025	40,161,361	25,190,066
Charge for the year	4,752,524	14,971,295
At 31 December 2025	<u>44,913,885</u>	<u>40,161,361</u>
At 31 December 2024	<u>-</u>	<u>4,752,524</u>

7.4 Trade receivables		
	2025	2024
	UShs	UShs
Accounts receivable	588,815,407	408,484,723
Accounts receivable - USD	106,073,682	113,101,695
Staff receivable	18,402,181	16,402,180
Prepaid expenses	600,000	600,000
Total	<u>713,891,270</u>	<u>538,588,598</u>

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7.5 Cash and Cash Equivalent		
	2025	2024
	UShs	UShs
Banks UGX	27,287,797	43,952,376
Banks USD	1,027,717	5,472,691
Cash at hand	109,540	61,600
Total cash and Bank	<u>28,425,054</u>	<u>49,486,667</u>

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7.6 Share capital				
			2025	2024
			UShs	UShs
As at 1st January			174,043,557	164,043,557
Additional shares issued			-	10,000,000
As at 31st December			174,043,557	174,043,557

7.7 Share premium				
			2025	2024
			UShs	UShs
As at 1st January			1,930,713,123	1,840,713,123
Conversion of directors payables to shares			-	90,000,000
As at 31st December			1,930,713,123	1,930,713,123

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7.8 Borrowing			
Term Loan from Centenary Bank	2025		2024
	UShs		UShs
At the start of the year	669,710,682		708,002,689
Additions	-		-
Interest Accrued	130,009,542		130,009,542
	799,720,224		838,012,231
Less:			
Interest repayment	-		-
Penalty	-		-
Principal and interest paid on Loan	177,724,988		168,301,549
Total principal and interest on loans paid	177,724,988		168,301,549
At the end of the year	621,995,236		669,710,682
Split as follows:			
Loan interest payable			
Due during the year	164,832,772		164,832,772
Due during after one year	457,162,464		504,877,910
Total	621,995,236		669,710,682
The loan amounting to Shs 700m that was borrowed to develop Kungu Campus			
was resheduled o 20th February 2023			
for a ten year period at a rate of 19.5 % per annum.			
Current liabilities			
UTAMU SACCO	9,886,650		9,886,650
During the year	-		164,832,772
Other loans	51,000,000		66,000,000
At 31st December 2024	60,886,650		240,719,422
This is a loan taken from UTAMU SACCO . The original loan was Shs 20M.			
Ihe university has not repaid the balance in the last two years			

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7.9. Trade and other payable	2025	2024
	Shs	Shs
Account payable	465,217,954	931,816,098
Account payable-USD	244,157,391	221,758,038
Other payables	1,350,005,375	670,025,175
Total	2,059,380,720	1,823,599,311

7.10 Deferred income

	2025	2024
	UShs	UShs
Students payments in advance	118,344,076	157,726,928
	<u>118,344,076</u>	<u>157,726,928</u>

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APPENDICES

Appendix I: List of Publications

1. Okoche, J.M.M. and Chakuzira, W. (2025) Exploring the Use of Crowdsourcing Platform Truck Transport in Specialised sectors in Kenya: The Case of Amitruck Application. Wiley Book.
2. Okoche, J.M.M. and Mkanzi, M. (2025) A Multi-Level Analysis of Carbon Emission Tracking Technology Adoption in South Africa. Wiley Book Series.
3. Adam, A. A., & Kalinaki, K. (2025). Analysis of the role of technology and its impact on refugee management in Uganda. *Islamic University Journal of Social Sciences*, 1(2). <https://journals.iuiu.ac.ug/index.php/iujss/article/view/706>
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5. Aslam, M. M., Kalinaki, K., Tufail, A., Naim, A. G. H., Khan, M. Z., & Ali, S. (2025). Social engineering attacks in industrial Internet of Things and smart industry: Detection and prevention. In *Emerging Threats and Countermeasures in Cybersecurity* (pp. 389–412). Wiley. <https://doi.org/10.1002/9781394230600.ch17>
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8. Kalinaki, K., & Kalinaki, A. (2025). Big data's impact on healthcare and bioinformatics. In *Cyber-Physical Systems Security* (pp. 23–51). Springer. https://doi.org/10.1007/978-981-97-5734-3_2
9. Kalinaki, K., Nabukeera, M., & Matovu, M. (2025). A comparative analysis of generative AI traffic across continents. In *Digital Synthetic Data and Outputs* (pp. 379–408). IGI Global. <https://doi.org/10.4018/979-8-3373-2277-3.ch015>
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11. Nabukeera, M., Kalinaki, K., Matovu, M., & Salam, M. A. (2025). Evaluating 4G network reach and fiber node proximity across Uganda's sub-regions. In *Machine Intelligence and Emerging Technologies* (pp. 239–248). Springer. https://doi.org/10.1007/978-981-96-2721-9_16
12. Nassanga, J., Kalinaki, K., & Tushabe, F. (2025). Enhancing urban mobility: A fuzzy logic-based adaptive traffic decongestion model for Kampala City. In *Proceedings of the 10th International Conference on Information Technology and Digital Application (ICITDA)* (pp. 1–7). IEEE. <https://doi.org/10.1109/ICITDA68167.2025.11332346>
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 15. Ummusalaam, A., Ocen, G. G., Matovu, D., & Kalinaki, K. (2025). A cybercrime incident response management and recovery framework for Kampala Metropolitan Area. In *Proceedings of the 2025 IST-Africa Conference*. IEEE. <https://doi.org/10.23919/IST-Africa67297.2025.11060538>
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 22. Kiiza, M., Balyebuga, A., Lubega, J., Mghwira, D.E., (2025) Reconnoitering Biometric Management System and Funds Distribution to Refugees: Evidence from Parabek Refugees settlement Camp in Uganda, *International Journal of Academic Management Science Research (IJAMSR)* ISSN: 2643-900X Vol. 9 Issue 8 August -, Pages: 37-52.
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 24. Mutya, T., & M, I. (2025). Fintech in the Agricultural Marketplace: Modified UTUAT Framework to Explore Uptake Drivers in Developing Country Context. *African Journal of Business and Economic Research*, 20(2), 551-571. <https://doi.org/10.31920/1750-4562/2025/v20n2a25>
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35. Mugisha, D. (2025). *Socio-economic determinants of community welfare in Uganda: A case of Ntenjeru Sub-County, Mukono District* [Master's dissertation, Uganda Technology and Management University].
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74. Sherura, E. (2025). *Income diversification and financial sustainability of the Kampala Urban Livelihood Program amidst USAID funding constraints* [Master's dissertation, Uganda Technology and Management University].
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80. Vukoni, E. (2025). *Stakeholder participation and performance of development projects in South Sudan: A case of Juba County* [Master's dissertation, Uganda Technology and Management University].
81. Walusimbi, A. M. (2025). *Financial literacy and growth of small and medium enterprises in the agricultural sector: A case study of SMEs trained by Foreign Commonwealth and Development Office (UK)* [Master's dissertation, Uganda Technology and Management University].

82. Wekesa, B. Z. (2025). *Influence of digital health monitoring tools on timeliness of health service delivery: A case of public health facilities in Nakawa Division, Uganda* [Master's dissertation, Uganda Technology and Management University].
83. Wole, S. M. (2025). *Monitoring and performance of education sector in South Sudan: A case of government secondary schools in Juba City* [Master's dissertation, Uganda Technology and Management University].
84. Aboot, F. I. (2025). *Predictive maintenance in computer systems using machine learning and elastic stack* [Master's dissertation, Uganda Technology and Management University].
85. Adongo, V. (2025). *Detection of phishing emails using machine learning through dynamic feature selection* [Master's dissertation, Uganda Technology and Management University].
86. Ainamazima, Y. (2025). *A machine learning-based detection model for UDP-LAG low-rate DoS (LDOS) attacks in network traffic* [Master's dissertation, Uganda Technology and Management University].
87. Akankwasa, B. (2025). *Enhancing integrity of land governance in Uganda using blockchain* [Master's dissertation, Uganda Technology and Management University].
88. Akiki, W. O. (2025). *Assessing the impact and ethical implications of artificial intelligence adoption in higher education institutions in Uganda: A case study of Kampala University* [Master's dissertation, Uganda Technology and Management University].
89. Aliunzi, A. E. (2025). *A model for evaluating the effectiveness of interactive multimedia tools on student engagement in higher education in South Sudan* [Master's dissertation, Uganda Technology and Management University].
90. Deng, A. M. D. (2025). *Enhancing healthcare access in rural areas through the adoption of information systems: A case study of Jur River County* [Master's dissertation, Uganda Technology and Management University].
91. Draku, J. (2025). *Turning the wheels of businesses: Design, development and implementation of a microfinance management system (MFAS): A case study of Bolt Finance Company Limited, Arua, Uganda* [Master's dissertation, Uganda Technology and Management University].
92. Eddy, M. (2025). *An AI framework to enhance disease diagnosis: A case study of Kiruddu, Mengo, Lubaga and Nsambya hospitals, Uganda* [Master's dissertation, Uganda Technology and Management University].
93. Esther, N. (2025). *A multilingual machine learning model for hate speech detection in the digital ecosystem* [Master's dissertation, Uganda Technology and Management University].
94. Evaline, A. (2025). *Development and implementation of a solar powered automated irrigation system* [Master's dissertation, Uganda Technology and Management University].
95. Kasawuli, F. B. (2025). *An access control authentication model for cognitive radio network access against primary user emulation attacks* [Master's dissertation, Uganda Technology and Management University].
96. Kayondo, F. (2025). *A mobile-based enabled framework for real-time tracking and geographic mapping of poverty-stricken households in Uganda* [Master's dissertation, Uganda Technology and Management University].
97. Kibago, R. (2025). *A comparative analysis of machine learning algorithms for pest and disease prediction in horticulture sector: A case study of MAAIF Uganda* [Master's dissertation, Uganda Technology and Management University].
98. Lwasa, R. (2025). *An AI framework for enhancing disaster preparedness, management and response in developing countries: A case study of Uganda* [Master's dissertation, Uganda Technology and Management University].
99. Maloba, I. (2025). *A machine learning model for detecting phishing attacks for SMEs in Uganda: A case study of KCCA Staff Multipurpose SACCO* [Master's dissertation, Uganda Technology and Management University].
100. Mayombwe, E. (2025). *Enhancing credit risk assessment in Ugandan commercial banks using the random forest algorithm: A case study of Equity Bank* [Master's dissertation, Uganda Technology and Management University].

101. Muhumuza, S. (2025). *Developing a conceptual framework based on blockchain technology to speed up coffee payments in Uganda's supply chain: A case study of Eastern Uganda* [Master's dissertation, Uganda Technology and Management University].
102. Mujuni, P. (2025). *A hybrid model for user requirements elicitation in ERP systems implementation for Ugandan universities: A case study of Mountains of the Moon University* [Master's dissertation, Uganda Technology and Management University].
103. Mukama, A. (2025). *A machine learning model to detect crime pattern in digital investigation* [Master's dissertation, Uganda Technology and Management University].
104. Nabaasa, K. R. (2025). *Enhancing smart token validation to prevent session hijacking in Ugandan microfinance institutions* [Master's dissertation, Uganda Technology and Management University].
105. Naggayi, E. (2025). *An AI-powered e-library monitoring model: A case study of Busitema University* [Master's dissertation, Uganda Technology and Management University].
106. Nalwoga, H. K. (2025). *A logical framework to enhance password strength* [Master's dissertation, Uganda Technology and Management University].
107. Namutebi, N. C. (2025). *A framework to monitor the effectiveness of e-learning tools and techniques on teaching in Cavendish University Uganda* [Master's dissertation, Uganda Technology and Management University].
108. Okoed, M. (2025). *A learning software adoption model: A case of allied health training in the Rwenzori region of Uganda* [Master's dissertation, Uganda Technology and Management University].
109. Okori, B. (2025). *Real-time data processing framework for floods management in Uganda* [Master's dissertation, Uganda Technology and Management University].
110. Okot, P. (2025). *Machine learning model for optimizing public transport networks: A case study of Wakiso District* [Master's dissertation, Uganda Technology and Management University].
111. Okwalinga, R. (2025). *Development of an automated traffic offence management and reporting system* [Master's dissertation, Uganda Technology and Management University].
112. Okubu, P. (2025). *Developing an IT framework for refugee information exchange across refugee camps in Uganda: A case of Bidi Bidi, Kiryandongo, Kyangwali and Nakivale* [Master's dissertation, Uganda Technology and Management University].
113. Omony, F. (2025). *AI-powered procurement and inventory management system for enhancing transparency and efficiency in Ugandan government institutions* [Master's dissertation, Uganda Technology and Management University].
114. Tabiruka, M. (2025). *A model for e-government implementation success: Focus on citizen utilisation* [Master's dissertation, Uganda Technology and Management University].
115. Tumuronde, E. (2025). *An integrated detection model for the enhancement of ransomware detection* [Master's dissertation, Uganda Technology and Management University].
116. Zimula, R. (2025). *Predicting maternal mortality risk using machine learning: A data-driven approach* [Master's dissertation, Uganda Technology and Management University].
117. Abigaba, R., & Tumukunde, M. (2025). *A smart digital platform for efficient truck hiring & cargo delivery coordination tracking* [Bachelor's dissertation, Uganda Technology and Management University].
118. Agaba, N., & Katushabe, P. (2025). *An AI-driven real-time hospital management system* [Bachelor's dissertation, Uganda Technology and Management University].
119. Alinda, G., & Owomugisha, V. (2025). *Online plastic waste management system* [Bachelor's dissertation, Uganda Technology and Management University].
120. Alphonse, O. S., & Oyoo, V. O. (2025). *Criminal profiling and police corruption in South Sudan* [Bachelor's dissertation, Uganda Technology and Management University].
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